



May 14, 2014

Dear Town Meeting Members:

Enclosed please find the draft motions for Segment B of the **Annual Town Meeting** scheduled for 7:00 p.m. on **Monday, June 2, 2014** in the Chenery Middle School Auditorium. (Please note that the meeting location has changed from the Belmont High School for the June sessions of Town Meeting.)

Should the business of the Annual Town Meeting not conclude on June 2, the meeting will continue to 7:00 p.m. on **Wednesday, June 4, 2014** at the Chenery Middle School Auditorium.

As you will see from the attached materials, the remaining Annual Town Meeting matters include ten articles (18, 19, 20, 21, 22, 23, 24, 25, 26, and 27) that are related to budgetary and financial matters and will allow the Town to implement the FY15 Operating and Capital Budgets beginning July 1. In addition, Article 3 proposes action regarding a proposed amendment to the Minuteman Regional Vocational High School Regional Agreement and Article 14 seeks to amend the Town's Zoning By-law to Address Citizens' Petition from 2013 Special Town Meeting.

As you prepare for Town Meeting, please be reminded that the Warrant, motions and additional information can be found in the Town Meeting section of the Town web page at www.Belmont-ma.gov. Additionally, the League of Women Voters and the Warrant Committee will sponsor a Warrant Discussion Evening on Thursday, May 22 at 7:00 PM at the Beech Street Center.

We look forward to a productive Annual Town Meeting, and thank you for your continued involvement and participation in our Town's legislative process.

Sincerely,

Andrés T. Rojas, Chairman
Sami S. Baghdady, Vice Chairman
Mark A. Paolillo

BOARD OF SELECTMEN

You are invited to attend
Warrant Briefing

Thursday, May 22nd, 2014

at 7:00 PM

Beech Street Center
266 Beech Street

Opportunity to ask questions about
Financial/Budgetary Warrant Articles
prior to June 2nd
Annual Town Meeting

Town Officials and Department Heads
will be present to provide information

Michael Libenson
Chairman of the Warrant Committee
will preside

Cosponsored by

the Warrant Committee

and the



Belmont League of Women Voters®
Education Fund

PLANNING BOARD ZONING FORUM
ZONING AMENDMENT TO THE GENERAL RESIDENCE ZONING DISTRICTS
Article 14 – June Annual Town Meeting

In anticipation of the June Annual Town Meeting, the Planning Board will hold a zoning forum on Article 14, Address Citizens' Petition from 2013 Special Town Meeting, on **TUESDAY, MAY 20, 2014, at the CHENERY MIDDLE SCHOOL COMMUNITY ROOM, 95 Washington Street, at 7:00 pm.**

Last year a citizens' petitioned moratorium on the demolition of single-family homes and replacing them with two-family homes within the General Residence Zoning Districts was adopted by Town Meeting. This petition was the result of the Citizens' concerns about the construction of significantly larger homes without regard for the surrounding built environment. This moratorium expires on June 30, 2014.

Throughout this past year, the Board discussed the issues surrounding the construction of new structures and drafted Article 14, Address Citizens' Petition from 2013 Special Town Meeting, in response. This zoning amendment is meant to protect and preserve the character and the quality of life that defines Belmont.

At this Forum, the Planning Board will explain the zoning amendment and residents of the Town will be given an opportunity to ask questions about it. Please come, listen to the Board and ask questions.

If you want additional information about the Zoning Forum, please contact Jeffrey Wheeler, Senior Planner, at 617-993-2666 or jwheeler@belmont-ma.gov.



DRAFT MOTIONS
2014 ANNUAL TOWN MEETING
(SEGMENT B: FINANCIAL / BUDGETARY)
As of May 15, 2014
(Subject to Change)

PRELIMINARY MOTION

ORDER OF THE ARTICLES

MOVED: That the Town Meeting hear the motions in the following order:

1, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 3, 14

Vote: Majority

ARTICLE 1:

REPORTS

MOVED: That Article 1 motion be taken off the table.

Vote: Majority

[REPORTS, IF ANY]

MOVED: That Article 1 motion be laid on the table.

Vote: Majority

ARTICLE 18:

SALARIES OF ELECTED OFFICIALS

MOVED: That there be appropriated and paid to the elected officers of the Town as salaries for the fiscal year commencing July 1, 2014 the amount set forth opposite the name of each officer as listed below and to raise the funds from general taxation as follows:

Town Moderator	\$	200.00
Chairman, Board of Selectmen	\$	5,000.00
Selectmen (2)	\$	4,500.00 each
Town Clerk	\$	82,971.00
Town Treasurer	\$	94,602.00
Chairman, Board of Assessors	\$	3,030.00
Assessor (2)	\$	2,200.00 each

Reporting: The Warrant Committee will report on this article.

Vote: Majority

ARTICLE 19:

WATER AND SEWER AND STORMWATER SERVICES

MOVED: A) That **\$5,892,142** be appropriated from the account classified as "Water Enterprise Fund" pursuant to Chapter 44, Section 53F½ of the General Laws for water service; said sum to be expended under the direction of the Board of Selectmen and said appropriation to be funded by a transfer of **\$275,000** from Water Retained Earnings and **\$5,617,142** from Water Revenues.

Reporting: The Warrant Committee and Capital Budget Committee will report on this article.

Vote: Majority

MOVED: B) That **\$8,104,759** be appropriated from the account classified as "Sewer and Stormwater Enterprise Fund" pursuant to Chapter 44, Section 53F½ of the General Laws for sewer and stormwater services; said sum to be expended under the direction of the Board of Selectmen and said appropriation to be funded by a transfer of **\$275,003** from Sewer Retained Earnings and **\$7,829,756** from Sewer and Stormwater Revenues.

Reporting: The Warrant Committee and Capital Budget Committee will report on this article.

Vote: Majority

ARTICLE 20:

FISCAL YEAR 2015 BUDGET APPROPRIATION

MOVED: That under General Government, **\$4,188,574** be appropriated, to be raised by General Tax.

MOVED: That under Employee Benefits, **\$6,023,545** be appropriated for Retirement expenses and that this appropriation be raised by General Tax.

MOVED: That under Employee Benefits, **\$2,319,749** be appropriated for Other Reserves, including Health Insurance and Salary Reserve, and these appropriations be raised by General Tax.

MOVED: That under Public Safety **\$12,825,722** be appropriated, to be raised by General Tax.

MOVED: That under Belmont Public Schools **\$46,156,000** be appropriated, to be raised by General Tax.

MOVED: That under Minuteman Regional School **\$751,050** be appropriated, to be raised by General Tax.

MOVED: That under Public Services **\$9,726,933** be appropriated, to be raised by General Tax.

MOVED: That under Human Services **\$2,959,030** be appropriated, to be raised by General Tax.

MOVED: That under Debt and Interest on Debt **\$5,088,387** be appropriated, to be raised by General Tax.

Reporting: The Warrant Committee will report on this article.

Vote: Majority required for all motions under this article.

ARTICLE 21: AUTHORIZATION TO TRANSFER BALANCES

MOVED: That **\$3,426,125** be transferred from the following available funds to meet a portion of the FY2014 operating budget expenses in such sums as listed below:

- a) **\$235,000** from fund balance in Abatement and Exemption Surplus Account
- b) **\$650,000** from Belmont Municipal Light Department to offset the tax rate
- c) **\$1,880,000** from Unreserved Fund Balance (formerly referred to as Free Cash)
- d) **\$60,000** from Parking Meters Receipts
- e) **\$160,250** from Water Revenue for indirect costs
- g) **\$126,875** from Sewer Revenue for indirect costs
- h) **\$100,000** from Capital Endowment Fund for various capital expenditures
- i) **\$214,000** from Capital Projects Fund for various capital expenditures

MOVED: That the entire revenue derived from the sale of electricity to private customers, municipal departments, including the cost of street lighting and from jobbing during the twelve months beginning January 1, 2015, be allocated and appropriated for the operating expenses of the Municipal Light Department including out-of-state travel, all said appropriations and payments to be expended under the direction of the Municipal Light Board and that the Town Accountant is hereby authorized to make such transfers on the books of the Town.

Reporting: The Warrant Committee and Capital Budget Committee will report on this article.

Vote: Majority vote required for both motions.

ARTICLE 22: "UP FRONT" FUNDS FOR HIGHWAY IMPROVEMENTS

MOVED: To authorize the Town to construct, reconstruct, resurface or repair all or portions of various Town Ways and to authorize the expenditure of **\$534,046** as may be received from the Commonwealth of Massachusetts through the Massachusetts Department of Transportation for the fiscal year commencing July 1, 2014 and expended under the provisions of Chapter 90 of the Massachusetts General Laws.

Reporting: The Warrant Committee and Capital Budget Committee will report on this article.

Vote: Majority

ARTICLE 23: APPROPRIATION OF CAPITAL EXPENDITURES

MOVED: A) That **\$1,394,500** be appropriated for the purchase of Public Safety Equipment, Site Improvements, Public Works Equipment and Equipment for Town Facilities, and consulting services in connection therewith, to construct public ways, and for Building and Facility and Public Works Construction; and for Major Maintenance and Alterations (including design work) as follows, said sum to be raised by general tax and expended under the direction of the Board of Selectmen.

Department:	Project:	Proposed:	Sub-total:
Department of Public Works	Sidewalk Snow Blower	\$87,500	
	Sidewalk Maintenance	\$200,000	
	Material Spreader (Equipment)	\$13,000	
	Central Fueling System Replacement	\$75,300	
	Pick Up Truck Replacement	\$37,380	

	Resurface Basketball Courts (Town Field)	\$25,000	
	Grove Street Master Plan	\$30,000	\$468,180
Police Department	CAD/Records Management Server	\$40,250	
	Fuel Tank Replacement & Overhaul Emergency Generator	\$20,000	
	Replace Livescan Fingerprint System	\$16,000	\$76,250
Library	Elevator Repairs	\$75,000	
	Automatic Door Openers Installer	\$17,000	\$92,000
Fire Department	Public Safety Lease Payment (Year 3)	\$120,000	
	Ambulance Replacement Program (Year 2)	\$50,000	
	Cardiac Monitor Replacement Program (Year 2)	\$7,000	
	Thermal Imaging Cameras Replacement	\$26,000	
	Shift Commander Response Vehicle	\$55,000	\$258,000
School Department	IT Data Storage, Virtual Server & Disaster Recovery System	\$135,000	\$135,000
Building Services	Security Camera System Integration Study	\$50,000	
	BHS Pool Upgrade – Installation of Ultra-Violet Filtering System	\$40,000	
	BHS Pool Upgrade – Ceiling Tiles Removal, Painting, and Installation of Fan	\$40,000	
	System-wide Building Envelope	\$133,070	
	DPW Bldg. #4 Storage Shed Roof Replacement	\$37,000	
	DPW Main Bldg. New Storefront & Door	\$15,000	
	BHS Univent Rebuild/Replacement	\$50,000	\$365,070
	GRAND TOTAL:		\$1,394,500

Vote: Majority vote required for passage.

MOVED: B) That **\$1,284,000** be appropriated for road paving projects, said sum to be raised by general tax and expended under the direction of the Board of Selectmen.

Vote: Majority vote required for passage.

Reporting: The Warrant Committee and Capital Budget Committee will report as to each of the Motions above.

ARTICLE 24: OTHER POST EMPLOYMENT BENEFITS (OPEB) STABILIZATION FUND

MOVED: That the Town appropriate, or transfer from available funds in the Treasury, **\$264,882** to the Other Post Employee Benefits (“OPEB”) Stabilization Fund for the purpose of funding Other Post Employment Benefits and that the money shall be provided by transfer from available funds, by transfer from the departmental Enterprise Funds, or by any combination of these methods.

Reporting: The Warrant Committee will report.

Vote: Two-thirds vote required for passage. (Stabilization Fund)

ARTICLE 25: AUTHORIZATION FOR REVOLVING FUNDS

MOVED: That the Town authorize or reauthorize revolving accounts for FY 2015 pursuant to Chapter 44, Section 53E½ of the General Laws as printed in Article 6 of the Warrant for this Annual Town Meeting.

[Applicable material in Article 25 of the Warrant reproduced below for informational purposes only.]

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits
Teen/Youth Events	Recreation Commission	Event fees	Teen/youth center events	\$5,000
Senior Programs	Council on Aging	Course/Program fees	Program costs, trip expenses	\$105,000
Art Gallery	Belmont Cultural Council	Percentage of art sales	Gallery exhibit and event expenses	\$15,000
Community Victory Garden Account/ Rock Meadow	Conservation Commission	Rental fees: garden plots	Restoration, maintenance of conservation area	\$11,000
Copying/ Lost Books	Board of Library Trustees	Lost book fees; Printing/ copying fees	Replacement of lost books; Copier, printer, supplies & maintenance	\$14,000
Martin Luther King Day Breakfast	Human Rights Commission	Ticket Sales	Event expenses	\$5,000

Reporting: The Warrant Committee will report on this article.

Vote: Majority

ARTICLE 26: APPROPRIATION FOR INSURANCE PROCEEDS

MOVED: That the Town appropriate a sum of money in insurance proceeds to the School Department Building Rental Revolving Account in the amount of **\$50,941.80** to reimburse the cost of repair for a burst pipe in the Belmont High School boiler room.

Reporting: The Warrant Committee and Capital Budget Committee will report.

Vote: Majority vote required for passage.

ARTICLE 27: BELMONT HIGH SCHOOL HVAC BORROWING DE-AUTHORIZATION

MOVED: That the Town rescind the unused borrowing authority in the amount of **\$52,074** as appropriated under Article 10 of the June 18, 2007 Annual Town Meeting for the purpose of performing improvements to the Belmont High School HVAC.

Reporting: The Warrant Committee and Capital Budget Committee will report.

Vote: Majority vote required for passage.

ARTICLE 3: AMENDMENT TO MINUTEMAN REGIONAL VOCATIONAL HIGH SCHOOL REGIONAL AGREEMENT

MOVED: That under Article 3, the reading of the proposed amendment to Section VII of the existing "Agreement With Respect to the Establishment of a Technical and Vocational Regional School District" be dispensed with, the same being distributed to each Town Meeting Member in addition to the Warrant under Article 3 for this meeting and having been distributed to each Town Meeting Member. *(Majority vote)*

MOVED: That the Town, acting consistent with Section VII of the existing “Agreement With Respect to the Establishment of a Technical and Vocational Regional School District” for the Minuteman Regional Vocational School District, accepts the amendments to said Agreement which have been initiated and approved by a vote of the Minuteman Regional School Committee on March 11, 2014 and which have been submitted to the Selectmen as a restated “Regional Agreement” bearing the date of March 11, 2014. (*Majority vote*)

SEGMENT B

Reporting: Belmont’s Regional School Committee Representative and the Warrant Committee

ARTICLE 14: ADDRESS CITIZENS’ PETITION FROM 2013 SPECIAL TOWN MEETING

MOVED: That under Article 14, the reading of the proposed amendment to the Town’s Zoning By-Law pertaining to “Sections 1.4, 1.5.4, 3.3, 4.2, 4.3.4, and 6D” be dispensed with, the same being set forth in full under Article 14 in the Warrant for this Meeting and having been distributed to each Town Meeting Member. (*Majority vote*)

MOVED: That the Town vote to amend the Zoning By-Law:

1. Section 1.4, Definitions and Abbreviations, by inserting after the definition for ‘Dwelling’ new definitions for ‘Dwelling, Single-Family’ and ‘Dwelling, Two-Family’,
2. Section 1.4, Definitions and Abbreviations, by inserting after the definition for ‘Swimming Pool’ a new definition for ‘Townhouse’,
3. Section 1.5.4, Nonconforming Single and Two-Family Residential Structures, by inserting a new paragraph at the beginning of the Section,
4. Section 3.3, Schedule of Use Regulations, by inserting ‘(see §6D)’, a reference to Section 6D, after the use ‘Detached single-family dwelling’ and ‘Two-family dwelling’ and by changing the ‘Y’ to ‘SP’ for ‘Two-family dwelling’ in the GR Districts,
5. Section 4.2, Schedule of Dimensional Regulations, by deleting this Section in its entirety and replacing it with a new Section 4.2, Schedule of Dimensional Regulations,
6. Section 4.3.4, Exception for Recorded Lots, by deleting the third paragraph and associated criteria, and
7. By inserting a new Section 6D, Single and Two-Family Dwellings in the General Residence Zoning Districts, after Section 6C, The Oakley Neighborhood Smart Growth Overlay District,

as set forth in full under Article 14 in the Warrant for this Meeting. (*Two-thirds vote*)

SEGMENT B

Reporting: Planning Board

CLOSING ARTICLES

FINAL CLOSING MOTION

TO DISSOLVE THE TOWN MEETING

MOVED: That the 2014 Annual Town Meeting be dissolved.

Vote: Majority

CONTINUATION IF ALL ARTICLES ARE NOT HEARD

MOTION TO CONTINUE

TO CONTINUE THE MEETING

MOVED: That the Annual Town Meeting be continued to 7:00pm on Wednesday, June 4, 2014 at the Chenery Middle School.

Vote: Majority

MOTION TO ADJOURN

TO CONTINUE THE MEETING

MOVED: That the Annual Town Meeting be adjourned.

Vote: Majority



**OFFICE OF COMMUNITY DEVELOPMENT
TOWN OF BELMONT
19 Moore Street
Homer Municipal Building
Belmont, Massachusetts 02478-0900**

**Building Division
(617) 993-2664
Engineering Division
(617) 993-2665
Planning Division
(617) 993-2666**

Telephone: (617) 993-2650 Fax: (617) 993-2651

Memorandum

To: Town Meeting Members
From: Belmont Planning Board
Date: May 14, 2014

RE: Planning Board Report to the June 2014 Annual Town Meeting
Article 14 – Address Citizens’ Petition from 2013 Special Town Meeting

Pursuant to the requirements of Massachusetts General Laws, Chapter 40A, Section 5, the Planning Board hereby provides the following recommendation on Article 14 that will appear before the June 2014 Annual Town Meeting. Sitting for the Board were Michael Battista, Chair, Elizabeth Allison, Sami Baghdady, Charles Clark, Joseph DeStefano, and Karl Haglund, associate member. The Board held a duly posted public hearing on February 25, 2014 in the Board of Selectmen’s Meeting Room in Town Hall and continued the hearing to March 4 and 7. A brief overview of the zoning amendment and the Board’s recommendation to the Town Meeting are provided below.

Last year, a citizens petitioned moratorium on the demolition of single-family homes and replacing them with two-family homes within the General Residence Zoning Districts was adopted by Town Meeting. This petition was the result of the citizens’ concerns about the construction of significantly larger homes without regard for the surrounding built environment. This moratorium expires on June 30, 2014.

Last August, the Board began discussing the issues surrounding the construction of these new structures and discovered the following issues: loss of open space, buildings set further back from the street than abutting houses, increased lot coverage, types of units, scale, mass and placement of these developments on small lots (“box car”), units with no front doors, siting mechanical equipment in front yards and close to abutting homes, asphalt and parking in place of landscape elements, grading, and treatment of non-conforming properties – lots that are too small for appropriate development.

As a result, the Board drafted a zoning amendment (Article 14) with 6 parts: definitions, grandfathering, use, dimensional, existing lots, and Design and Site Plan Review/Special Permit. These new regulations are meant to protect and preserve the character and the quality of life that defines Belmont.

The amendment eliminates exceptions for nonconforming lots and exemptions for lots less than 7,000 square feet and 70' frontage and replaces them with a Special Permit process. Single and two-family dwellings will require Design and Site Plan Review and two-family dwellings will require a Special Permit from the Planning Board. By instituting a lot area per dwelling unit requirement of 3,500 square feet, the By-Law will now explicitly state that a two-family home requires 7,000 square feet of lot area and 70' of frontage. The By-Law reduces the lot size and frontage requirements to 5,000 square feet and 50' in order to incentivize construction of single-family homes. In certain circumstances, the Planning Board can modify lot area per dwelling unit and lot frontage requirements for a two-family by Special Permit but no less than 5,000 square feet lot size and 50' frontage. The front setback of the new structure will be limited to the average setbacks on either side of the new building and the rear setback will be limited to 20% of the lot depth

In order to insure that new construction is compatible with the surrounding built environment, a Design and Site Plan Review and Special Permit By-Law was drafted - single-family homes require Design and Site Plan Review; two-family homes require Special Permit which includes a component of Design and Site Plan Review. This provision contains a sunset clause (June 30, 2018) in order to give the Board time to reflect on the impacts that these changes have on the Town. The Planning Board is the Special Permit Granting Authority. The By-Law contains performance standards that the Board will use when reviewing an application - scale and design of the building, its height, proportions, the siting of the building and driveway, circulation, lighting, open space and landscape area, relation of the structures and spaces, screening, drainage, street trees, streetscape and overall fit in the neighborhood.

The citizen sponsors participated in the hearings and supported the proposed amendment. Only one person objected to the amendment asking that his property be exempt from them since he has owned his property for a long time.

At the conclusion of the public hearing, the Board deliberated on the zoning amendment and voted unanimously **to recommend favorable action by Town Meeting on the amendment to address the citizens' petitioned demolition moratorium.**

If you have any questions regarding this zoning amendment, please do not hesitate to contact Jeffrey Wheeler, AICP, Senior Planner, at 617-993-2666 or at jwheeler@belmont-ma.gov.

Thank you.

Roads to be Reconstructed in 2014 (tentative pending bid results)

Name	From	To	Length	PCI
BRIGHTON ST	PLEASANT ST	CUL-DE-SAC	787	37
KNOWLES RD	HOLT ST	WALTHAM TOWN LINE	189	32
WHITCOMB ST	LEXINGTON ST	WATERTOWN TOWN LINE	332	32
WELLESLEY RD	VILLAGE HILL RD	CRESTVIEW RD	1767	38
FAIRVIEW AVE	PAYSON RD	SCHOOL ST	911	42
HOITT RD	NEWCASTLE RD	DEAN ST	1109	45
BRETTWOOD RD	COMMON ST	HORACE RD	1288	45
RADCLIFFE RD	SCOTT RD	FRONTAGE RD	2072	46
WINN ST	CROSS ST	PLEASANT ST	940	45
FALMOUTH ST	FAIRVIEW AVE	BELMONT ST	815	46
CONCORD AVE (W.B.)	CAMBRIDGE TOWN LINE	LOUISE RD	2322	84

Roads to be Reconstructed in 2015 (tentative pending bid results)

Name	From	To	Length	PCI
CHARLES ST	SLADE ST	ORCHARD ST	459	53
EDWARD ST	ORCHARD ST	WAVERLEY ST	363	46
HOLT ST	LEXINGTON ST	25' E OF KNOWLES RD	422	36
ORCHARD ST	COMMON ST	BEECH ST	1705	47
RICHMOND RD	PROSPECT ST	LAWRENCE LN	1337	36
SOMERSET ST	PLEASANT ST	Shady Brook LN	1670	20
WARWICK RD	COMMON ST	CARLETON RD	815	38
WELLINGTON LN	CONCORD AVE	SOMERSET ST	750	23
WINTHROP RD	COMMON ST	CHARLES ST	578	35
GARDEN ST	WASHINGTON ST	LONG AVE	287	42



Department of Public Works

WATER SYSTEM IMPROVEMENT PROGRAM PROGRESS REPORT FOR FISCAL YEAR 2015

The former Board of Water Commissioners, now the Water Advisory Board, after a competitive process, selected Weston and Sampson Engineers, Inc. to perform a comprehensive evaluation of the water distribution system which serves the Town. The primary focus of the study was the water distribution system and its: age, condition, chronic water main break events and persistent water quality concerns. The study concluded that considerable work was necessary to correct problems and deficiencies and to ensure a continued supply of safe, clean drinking water to our customers with adequate quantities of water for fire protection both now and into the future. To achieve these goals, Weston and Sampson recommended that all unlined cast iron water main be replaced with a new, larger diameter, cement lined ductile iron pipe. Unlined cast iron pipe comprised approximately 41% of the system which serves about 60% of the population of Belmont. Considering system wide pipe age and condition and economic factors, it was recommended that this work be done in increments with a completion date 30 years after commencement. This plan was approved and initially funded by the 1995 Town Meeting. The 30 year plan is known as The Water System Improvement Program. This program is guided by a 20 year capital plan and currently funded with a combination of utilizing the Massachusetts Water Resources Authority (MWRA) Local Pipeline Assistance Program (LPAP), Local Water System Assistance Program (LWSAP), which both are no-interest loan funds, Municipal Bonds and an annual budget appropriation.

The Department of Public Works Water Division is pleased to present this progress report of program:

Fiscal Year 2013 – “Hawthorne Street, Irving Street and Grant Avenue Area Water Main Improvements”

Status: Contract Bid Opening: August 23, 2012
Contract Award: SB General Contracting
Contract Length: October 2012 to July 2013
Engineer's Estimate: \$1,397,000.00
Construction Contract Bid: \$931,919.42
Program Final Cost: \$1,059,383.56

Extent: Hawthorne Street (Trapelo Road to Harris Street) Irving Street, Harris Street, Grant Avenue (White Street to Waverley Street) Davis Road, Cambridge Street, A, B and C Streets.

The FY 2013 Hawthorne, Irving Street Grant Avenue water main project replaced approximately 7,666 linear feet of unlined cast iron pipe with new 8 inch ductile iron cement lined pipe along with 20 new fire hydrants, 61 isolation valves and the transfer of 199 water services and abandonment of existing water mains and all appurtenant work within the project limits.

Fiscal Year 2014 – “Leonard Street Area Water Main Improvements”

Status: Contract Bid Opening: March 6, 2013
Contract Award: Tropeano Inc.
Contract Length: April 2013 to April 2014
Engineer's Estimate: \$1,593,260.00
Construction Contract Bid: \$1,109,111.00
Program Final Cost: \$1,397,408.71

Extent: Leonard Street: from Pleasant Street to Concord Avenue
Concord Avenue: from Pleasant Street to Cottage Street
Channing Road: from Leonard Street to Cross Street
Alexander Avenue: from Pleasant Street to Claffin Street

The 2014 "Leonard Street Area Water Main Improvement Project" replaced approximately 5,680 linear feet of unlined cast iron pipe with new 12 inch and 8 inch ductile iron cement lined pipe along with 10 new fire hydrants, 46 isolation valves, the transfer of 65 water services and abandonment of existing water mains and all appurtenant work within the project limits.

Since the inception of the Water System Improvement Program in 1995, approximately 22.29 miles of water main will have been replaced by larger diameter ductile iron cement lined pipe with a service life expectancy of about 100 years. The Water System Improvement Program is intended to replace and upgrade 38 miles of water main out of a total of 91 miles of pipe.



**TOWN OF BELMONT
OFFICE OF THE TOWN ADMINISTRATOR**

TO: Town Meeting Members

FROM: Andrés Rojas, Chair of the Board of Selectmen
Michael Libenson, Chair of the Warrant Committee

DATE: May 14, 2014

SUBJECT: FY15 Budget

Attached please find the FY15 Budget Summary, which has been approved by the Board of Selectmen and recommended by the Warrant Committee.

The full FY15 Budget Detail is available on line at www.belmont-ma.gov, under Town Departments, Town Administration, Fiscal Year Budget Information, FY15.

Thank you.



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**TOWN OF BELMONT
FY15 REVENUE**

DESCRIPTION	FY13 ACTUALS	FY14 RECAP REVENUES	FY15 REVENUES
A. REAL & PERSONAL PROPERTY TAXES			
REAL & PERSONAL PROPERTY TAXES	\$0	\$0	\$0
Personal Property Taxes	\$71,244,975	\$73,993,705	\$69,920,765
ALLOWABLE 2 1/2% INCREASE	\$0	\$0	\$1,748,019
NEW GROWTH	\$0	\$0	\$550,000
CAPACITY NOT USED	\$0	\$0	\$0
DEBT EXCLUSION	\$0	\$0	\$4,234,899
TOTAL	\$71,244,975	\$73,993,705	\$76,453,683
<hr/>			
A. REAL & PERSONAL PROPERTY TAXES TOTAL	\$71,244,975	\$73,993,705	\$76,453,683

**TOWN OF BELMONT
FY15 REVENUE**

DESCRIPTION	FY13 ACTUALS	FY14 RECAP REVENUES	FY15 REVENUES
B. TOTAL LOCAL RECEIPTS			
MV EXCISE AND MEALS TAX	\$2,839,229	\$2,650,000	\$2,792,760
OTHER EXCISE (MEALS)	\$185,433	\$145,000	\$195,000
PENALTIES AND INTEREST	\$378,918	\$180,000	\$200,000
PAYMENT IN LIEU OF TAXES	\$28,728	\$36,000	\$36,000
OTHER TAXES TOTAL	\$3,432,308	\$3,011,000	\$3,223,760
AMBULANCE RECEIPTS	\$694,071	\$804,750	\$804,750
OTHER CHARGES FOR SERVICES TOTAL	\$694,071	\$804,750	\$804,750
FEES - TOWN CLERK	\$303	\$300	\$300
FEES - TREASURER	\$29,232	\$24,600	\$26,000
FEES-PARKING MARKING	\$20,775	\$17,130	\$18,130
DEPUTY FEES - CLEARING	\$124	\$338	\$338
TREASURER DEPT.	\$0	\$0	\$0
FEES - APPEALS BOARD	\$7,550	\$6,650	\$6,650
ALARM FEES POLICE FEES	\$19,675	\$2,774	\$2,774
FEES-POLICE	\$2,712	\$18,810	\$18,810
FIRE MASTER BOX	\$7,500	\$17,725	\$17,725
FEES - FIRE	\$57,325	\$54,430	\$55,273
FEES TOTAL	\$145,196	\$142,757	\$146,000

**TOWN OF BELMONT
FY15 REVENUE**

DESCRIPTION	FY13 ACTUALS	FY14 RECAP REVENUES	FY15 REVENUES
RENTALS COA	\$17,853	\$4,975	\$15,000
OTHER SCHOOL	\$0	\$0	\$0
OTHER LIBRARY	\$42,793	\$43,000	\$43,000
OTHER CEMETERY	\$131,421	\$125,000	\$125,000
OTHER RECREATION-PROGRAMS	\$792,196	\$700,000	\$700,000
OTHER SELECTMEN	\$47,556	\$38,440	\$46,000
OTHER TREASURER	\$0	\$0	\$0
OTHER ASSESSORS	\$414	\$250	\$250
OTHER TOWN CLERK	\$37,821	\$32,000	\$36,000
OTHER POLICE (PD ADMIN. FEE)	\$47,714	\$38,490	\$44,546
OTHER FIRE	\$1,934	\$0	\$0
OTHER HIGHWAY - DISPOSAL FEES	\$260	\$0	\$0
OTHER HIGHWAY/RECYCLABLE	\$27,748	\$27,335	\$27,335
OTHER HEALTH	\$45,234	\$28,000	\$45,000
BUILDINGS DEPARTMENTAL	\$7,549	\$7,500	\$7,500
OTHER CONSERVATION COMMISSION (CDD)	\$0	\$910	\$910
OTHER COUNCIL ON AGING	\$0	\$0	\$0
OTHER RECREATION-SENIOR CITIZEN PROG.	\$1,451	\$0	\$0
OTHER MISCELLANEOUS	\$1,054	\$689	\$88,505
OTHER DEPARTMENTAL REVENUES TOTAL	\$1,202,998	\$1,046,589	\$1,179,046
LICENSES - SELECTMEN (LIQUOR)	\$44,151	\$37,000	\$37,000
LICENSES - TOWN CLERK	\$51,380	\$48,000	\$48,000
STREET OPENING PERMITS	\$47,800	\$30,000	\$30,000
LICENSES - POLICE	\$95,556	\$90,000	\$90,000
LICENSES/PERMITS - BUILDING	\$793,669	\$551,390	\$595,390
LICENSES AND PERMITS TOTAL	\$1,032,556	\$756,390	\$800,390

**TOWN OF BELMONT
FY15 REVENUE**

DESCRIPTION	FY13 ACTUALS	FY14 RECAP REVENUES	FY15 REVENUES
COURT FINES	\$10,855	\$4,170	\$5,735
VIOLATION FINES POLICE	\$29,340	\$26,265	\$26,265
FALSE ALARM FINES - POLICE	\$6,065	\$3,000	\$3,000
PARKING FINES	\$139,280	\$115,000	\$150,000
FINES AND FORFEITS TOTAL	\$185,540	\$148,435	\$185,000
TOTAL INTEREST	\$144,780	\$100,000	\$120,000
EARNINGS ON INVESTMENTS TOTAL	\$144,780	\$100,000	\$120,000
B. TOTAL LOCAL RECEIPTS TOTAL	\$6,837,449	\$6,009,921	\$6,458,946
C. OTHER AVAILABLE FUNDS			
RECEIPTS RESERVED APPROP-PARKING METERS	\$60,000	\$60,000	\$60,000
UNRESERVED FUND BALANCE (Free Cash)	\$2,163,809	\$2,000,000	\$1,880,000
PREMIUM ON SALE OF BONDS DECREASE DEBT EXCLUSION	\$68,000	\$68,000	\$0
FUND BALANCE ABATEMENT & EXEMPT/OVERLAY	\$235,000	\$235,000	\$235,000
TRANS FROM LIGHT DEPT FOR IT SUPPORT	\$69,000	\$0	\$0
TRANS FROM LIGHT DEPT FOR TAX REDUCTION (PILOT)	\$650,000	\$650,000	\$650,000
TRANS FROM WATER FOR OPER COSTS	\$157,873	\$160,250	\$160,250
TRANS FROM SEWER FOR OPER COSTS	\$125,000	\$126,875	\$126,875
TRANS FROM LEFTOVER CAPITAL ITEMS	\$122,000	\$65,000	\$214,000
CAPITAL ENDOWMENT FUND SPEC PROJ	\$100,000	\$100,000	\$100,000
TRANSFER - CARRYOVER SALARY ENCUMBRANCE	\$53,348	\$0	\$0
TRANSFER- CARRYOVER FY12 FREE CASH	\$150,000	\$0	\$0
TOTAL OTHER AVAILABLE FUNDS	\$0	\$0	\$0
TOTAL	\$3,954,030	\$3,465,125	\$3,426,125
C. OTHER AVAILABLE FUNDS TOTAL	\$3,954,030	\$3,465,125	\$3,426,125

**TOWN OF BELMONT
FY15 REVENUE**

DESCRIPTION	FY13 ACTUALS	FY14 RECAP REVENUES	FY15 REVENUES
D. STATE AID			
SCHOOL AID CHAPTER 70	\$5,724,243	\$5,864,908	\$6,420,105
SCH CONSTR-STATE AID	\$382,498	\$382,498	\$382,498
CHARTER SCHOOL REIMB	\$8,037	\$3,084	\$17,616
GENERAL MUNICIPAL AID	\$1,909,790	\$1,954,933	\$2,009,147
EXEMPTION REIMBURSEMENT TOTAL	\$0	\$0	\$0
VETERANS' BENEFITS	\$18,036	\$19,311	\$12,755
LOSS OF TAXES VETERANS, BLIND, SURV SPOUSE	\$21,084	\$55,822	\$58,050
TOTAL	\$8,063,688	\$8,280,556	\$8,900,171
D. STATE AID TOTAL	\$8,063,688	\$8,280,556	\$8,900,171
GRAND TOTAL	\$90,100,142	\$91,749,307	\$95,238,925



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Town of Belmont

Department Summary Report

	FY13 EXPENDED	FY14 TOWN FINAL VOTE	FY14 ADJUSTED BUDGET	FY14 TOWN EST EXP	FY15 TOWN FINAL VOTE
0100 General Fund					
Legislative	\$14,994	\$13,200	\$13,200	\$13,200	\$13,303
Selectmen	\$43,514	\$58,518	\$58,518	\$58,348	\$37,835
Town Administrator	\$392,798	\$488,253	\$488,253	\$471,132	\$522,741
Reserve Fund	\$0	\$400,000	\$400,000	\$0	\$400,000
Town Accountant/Auditor	\$323,989	\$340,641	\$340,641	\$328,554	\$379,016
Assessors	\$323,426	\$385,571	\$385,571	\$373,024	\$374,988
Treasurer/Collector	\$512,631	\$580,772	\$580,772	\$572,272	\$588,739
Parking Clerk	\$25,336	\$43,021	\$43,021	\$32,000	\$43,044
Legal	\$236,836	\$240,000	\$240,000	\$240,000	\$271,750
Human Resources	\$268,070	\$276,209	\$276,209	\$275,049	\$280,311
Information Technology	\$854,546	\$882,480	\$882,480	\$842,254	\$887,432
Town Clerk	\$170,789	\$180,032	\$180,032	\$180,032	\$179,790
Elections & Registration	\$188,667	\$237,843	\$237,843	\$237,843	\$202,125
Committees and Commissions	\$669	\$0	\$0	\$0	\$0
VFW & Amer Legion	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Total General Government	\$3,363,764	\$4,134,040	\$4,134,040	\$3,631,208	\$4,188,574

Town of Belmont

Department Summary Report

	FY13 EXPENDED	FY14 TOWN FINAL VOTE	FY14 ADJUSTED BUDGET	FY14 TOWN EST EXP	FY15 TOWN FINAL VOTE
Retirement and Pension Contrib	\$5,281,527	\$5,634,285	\$5,634,285	\$5,634,285	\$6,023,545
Worker's Compensation	\$9,781	\$14,375	\$14,375	\$14,375	\$108,787
Unemployment Compensation	\$34,855	\$40,000	\$40,000	\$15,000	\$40,000
Health Insurance	\$1,279,455	\$1,794,492	\$1,363,335	\$1,341,415	\$1,757,277
Life Insurance	\$12,333	\$19,425	\$19,425	\$19,425	\$19,425
Medicare	(\$34,438)	\$6,500	\$6,500	\$6,500	\$6,500
Liability Insurance	\$325,021	\$352,509	\$352,509	\$352,509	\$387,760
Total Insurance and Benefits	\$6,908,534	\$7,861,586	\$7,430,429	\$7,383,509	\$8,343,294
<hr/>					
Police Administration	\$427,529	\$438,221	\$447,559	\$447,559	\$447,908
Police Records	\$85,235	\$86,855	\$86,855	\$86,855	\$86,720
Police Patrol	\$3,932,542	\$3,973,898	\$4,184,237	\$4,211,984	\$4,163,242
Police Traffic Control (Not Sc	\$320,410	\$564,365	\$564,756	\$497,119	\$498,206
Police Detectives	\$458,230	\$520,581	\$544,145	\$547,477	\$529,280
Police Community Service	\$261,891	\$274,192	\$276,816	\$228,261	\$330,470
Fire Administration	\$584,099	\$609,332	\$618,911	\$624,293	\$637,562
Fire Suppression	\$4,622,201	\$4,541,241	\$4,712,733	\$4,688,549	\$4,977,051
Emergency Medical Services	\$163,944	\$363,875	\$383,875	\$373,175	\$176,600
Emergency Management (BEMA)	\$20,952	\$24,246	\$24,246	\$24,246	\$24,246
Public Safety Comm (911)	\$867,942	\$921,845	\$937,793	\$920,656	\$954,437
Total Public Safety	\$11,744,976	\$12,318,651	\$12,781,926	\$12,650,174	\$12,825,722

Town of Belmont

Department Summary Report

	FY13 EXPENDED	FY14 TOWN FINAL VOTE	FY14 ADJUSTED BUDGET	FY14 TOWN EST EXP	FY15 TOWN FINAL VOTE
Education	\$43,083,522	\$44,349,100	\$44,349,100	\$44,349,100	\$46,156,000
Education - Minuteman	\$939,128	\$851,984	\$851,984	\$851,984	\$751,050
Total Public Schools	\$44,022,650	\$45,201,084	\$45,201,084	\$45,201,084	\$46,907,050
Community Development-Planning	\$220,118	\$266,002	\$266,002	\$185,919	\$181,553
Community Development-Admin	\$263,202	\$262,424	\$262,424	\$296,376	\$365,936
Facility Services	\$1,466,088	\$1,470,413	\$1,470,413	\$1,439,423	\$1,577,917
Building Inspection	\$194,712	\$295,199	\$295,199	\$294,999	\$301,816
Engineering Services	\$135,831	\$130,699	\$130,699	\$118,667	\$129,619
Public Works Administration	\$313,189	\$333,660	\$333,660	\$333,560	\$332,457
Street Maintenance	\$584,113	\$639,722	\$639,722	\$632,077	\$663,611
Snow and Ice Removal	\$731,107	\$567,200	\$567,200	\$708,981	\$602,820
Street Lighting	\$264,784	\$278,676	\$278,676	\$278,676	\$278,676
Central Fleet Maint HWY Fac	\$510,962	\$572,338	\$572,338	\$563,518	\$593,433
Forestry	\$333,083	\$262,014	\$262,014	\$262,014	\$290,778
Collection and Disposal	\$2,296,575	\$2,475,835	\$2,475,835	\$2,475,835	\$2,476,686
Cemetery	\$452,261	\$465,350	\$465,350	\$455,550	\$461,606
Recreation Administration	\$88,515	\$76,957	\$76,957	\$76,907	\$72,736
Recreation Programs	\$514,779	\$558,178	\$558,178	\$555,908	\$759,163
Parks	\$683,446	\$730,974	\$730,974	\$726,629	\$576,793
Deltas	\$61,351	\$63,577	\$63,577	\$63,577	\$61,333
Total Public Services	\$9,114,114	\$9,449,218	\$9,449,218	\$9,468,616	\$9,726,933

Town of Belmont

Department Summary Report

	FY13 EXPENDED	FY14 TOWN FINAL VOTE	FY14 ADJUSTED BUDGET	FY14 TOWN EST EXP	FY15 TOWN FINAL VOTE
Animal Control Officer	\$74,416	\$79,365	\$79,365	\$79,365	\$78,632
Health Department	\$319,006	\$334,028	\$334,028	\$334,405	\$344,794
Council on Aging	\$344,052	\$355,313	\$355,313	\$347,910	\$374,782
Veterans' Services	\$49,736	\$74,925	\$74,925	\$43,925	\$75,751
Library Administration	\$399,488	\$472,290	\$472,290	\$471,089	\$482,331
Library Public Services	\$1,299,607	\$1,270,999	\$1,270,999	\$1,267,398	\$1,299,796
LibraryTech Services	\$264,107	\$281,901	\$281,901	\$282,882	\$302,944
Total Human Services	\$2,750,412	\$2,868,821	\$2,868,821	\$2,826,974	\$2,959,030
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Retirement of Debt	\$3,593,191	\$3,364,191	\$3,364,191	\$3,364,191	\$3,432,191
Interest on Long-term Debt	\$1,651,734	\$1,619,336	\$1,619,336	\$1,619,336	\$1,603,696
Interest on Short-term Debt	\$0	\$2,500	\$2,500	\$2,500	\$2,500
Int on Short term Debt Exclus	\$0	\$50,000	\$50,000	\$50,000	\$50,000
Total Debt & Interest	\$5,244,925	\$5,036,027	\$5,036,027	\$5,036,027	\$5,088,387
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Abatements & Exemptions Allowance	\$800,000	\$800,000	\$812,231	\$800,000	\$800,000
Total Overlay	\$800,000	\$800,000	\$812,231	\$800,000	\$800,000
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State Assessments and Charges	\$1,642,046	\$1,656,483	\$1,656,483	\$1,656,483	\$1,721,435
Total State Charges	\$1,642,046	\$1,656,483	\$1,656,483	\$1,656,483	\$1,721,435
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Total General Fund	\$85,591,422	\$89,325,910	\$89,370,259	\$88,654,075	\$92,560,425

Town of Belmont

Department Summary Report

	FY13 EXPENDED	FY14 TOWN FINAL VOTE	FY14 ADJUSTED BUDGET	FY14 TOWN EST EXP	FY15 TOWN FINAL VOTE
3000 Chapter 90 Highway Projects					
Capital Proj - Roads Non Discretionary	\$1,160,000	\$1,189,000	\$1,189,000	\$1,189,000	\$1,284,000
Total Capital Budget	\$1,160,000	\$1,189,000	\$1,189,000	\$1,189,000	\$1,284,000
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Total Chapter 90 Highway Projects	\$1,160,000	\$1,189,000	\$1,189,000	\$1,189,000	\$1,284,000

Town of Belmont

Department Summary Report

	FY13 EXPENDED	FY14 TOWN FINAL VOTE	FY14 ADJUSTED BUDGET	FY14 TOWN EST EXP	FY15 TOWN FINAL VOTE
3100 Town Misc Capital Projects					
Capital Proj - Discretionary	\$1,422,000	\$1,222,000	\$1,222,000	\$1,222,000	\$1,394,500
Total Capital Budget	\$1,422,000	\$1,222,000	\$1,222,000	\$1,222,000	\$1,394,500
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Total Town Misc Capital Projects	\$1,422,000	\$1,222,000	\$1,222,000	\$1,222,000	\$1,394,500

Town of Belmont

Department Summary Report

	FY13 EXPENDED	FY14 TOWN FINAL VOTE	FY14 ADJUSTED BUDGET	FY14 TOWN EST EXP	FY15 TOWN FINAL VOTE
Grand Totals	\$88,173,422	\$91,736,910	\$91,781,259	\$91,065,075	\$95,238,925

PERSONAL SERVICES	\$60,209,549	\$63,253,746	\$63,288,847	\$63,307,869	\$66,151,641
OTHER EXPENSES	\$19,423,491	\$20,392,437	\$20,401,685	\$19,666,879	\$20,630,992
CAPITAL OUTLAY	\$8,540,382	\$8,090,727	\$8,090,727	\$8,090,327	\$8,456,292
	\$88,173,422	\$91,736,910	\$91,781,259	\$91,065,075	\$95,238,925



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**Town of Belmont
WATER ENTERPRISE EXPENDITURES
Fiscal Year 2015**

Org & Object #	Account Title	FY13 EXPENDED	FY14 ADOPTED BUDGET	FY14 ADJ BUDGET	FY14 EST EXPENSE	FY15 FINAL BUDGET
6504501	WATER ADMINISTRATION					
511000	FULL TIME WAGES	135,318	139,743	139,743	139,843	142,992
511001	PERSONAL PAID DAYS					705
514800	LONGEVITY	525	525	525	525	525
517000	HEALTH INSURANCE	16,371	16,285	16,285	16,285	16,285
517200	WORKERS COMP.	598	748	748	748	748
517800	MEDICARE	1,402	2,034	2,034	2,034	2,091
517900	LIFE INSURANCE	-	-	-	-	-
518000	RETIREMENT					35,376
	PERSONAL SERVICES	154,214	159,335	159,335	159,435	198,722
6504502						
522800	GAS	9,269	15,000	15,000	10,000	10,000
522900	ELECTRICITY	6,384	9,800	9,800	7,120	7,120
524300	MAINTENANCE BUILDING	3,729	16,000	16,000	16,000	8,000
524300	MAINT.GROUNDS	-	1,640	1,640	1,640	1,640
524500	MAINT. OFFICE EQUIP.	22,373	1,000	1,000	1,000	1,030
524500	MAINT. COMPUTER EQUIPMENT	-	-	-	-	-
524500	MUNIS-TYLER TECH	-	13,415	13,415	13,415	13,415
530000	PROFESSIONAL SERVICES	5,265	4,000	4,000	4,000	4,000
530600	PROFESSIONAL SERV SOFTWARE	-	-	-	-	-
530700	LABORATORY SERVICES	-	500	500	500	500
530800	METER READING SERVICE	-	72,860	72,860	62,500	62,500
530800	WATER BILLING SERVICE	27,697	-	-	-	-
531000	LOCK BOX SERVICE	96	16,825	16,825	8,000	8,000
531900	ADVERTISING	376	500	500	500	500
534100	TELEPHONE	3,127	2,720	2,720	2,720	2,720
534500	POSTAGE	9,049	500	500	500	500
534700	PRINTING	13,304	500	500	500	500
538500	WATER RESERVE	-	96,800	96,800	96,800	96,800
542100	OFFICE SUPPLIES	2,717	2,895	2,895	2,895	2,895
542200	COMPUTER SUPPLIES	1,301	1,500	1,500	1,500	1,500
545000	CUSTODIAL SUPPLIES	803	685	685	685	685
552900	BOOKS & PERIODICALS	-	800	800	800	400
558900	MEDICAL REPORTS	302	150	150	150	150
569500	SAFE DRINKING WATER ASSESSMENT	6,936	9,630	9,630	8,000	9,630
571000	IN STATE TRAVEL REIMBURSEMENT	-	2,400	2,400	2,400	2,400
573000	ASSOC. DUES/CONFER.	2,507	3,150	3,150	3,150	3,150
573400	STREET OPENING PERMITS	4,200	10,000	10,000	10,000	10,000
	TOTAL OTHER EXPENSE	119,435	283,270	283,270	254,775	248,035
6504						
596100	TOWN SUPPORT SERVICES	157,873	160,250	160,250	160,250	160,250
596100	OPEB TRUST FUND POLICY TRANSFER	-	6,103	6,103	6,103	5,827
6504503						
587000	OFFICE EQUIPMENT/COMPUTERS	5,000	2,000	2,000	2,000	-
585200	BILLING SOFTWARE UPGRADE	15,000	16,850	16,850	16,850	16,850
	CAPITAL OUTLAY	20,000	18,850	18,850	18,850	16,850
	TOTAL WATER ADMIN.	451,522	627,808	627,808	599,413	629,684

**Town of Belmont
WATER ENTERPRISE EXPENDITURES
Fiscal Year 2015**

Org & Object #	Account Title	FY13 EXPENDED	FY14 ADOPTED BUDGET	FY14 ADJ BUDGET	FY14 EST EXPENSE	FY15 FINAL BUDGET
6504511	WATER DISTRIB/MAINT SERVICES					
511000	FULL TIME WAGES	524,960	548,097	548,097	538,097	565,104
511100	PART TIME SALARY	9,160	15,150	15,150	15,150	15,150
513000	OVERTIME	91,891	147,760	147,760	147,760	150,715
513000	FLSA RETROACTIVE		-	-	-	-
514000	ON CALL	33,517	52,445	52,445	52,445	53,494
514400	MEAL ALLOWANCE	380	500	500	500	500
514800	CAPACITY		-	-	-	-
514800	LONGEVITY	3,125	3,575	3,575	3,575	3,625
515100	ON CALL					
515200	AVAILABILITY STIPEND	6,045	6,760	6,760	6,760	6,760
515500	CDL STIPEND	10,400	10,400	10,400	10,400	10,400
517000	HEALTH INSURANCE	176,681	115,740	115,740	115,740	115,740
517200	WORKERS COMP	15,581	19,476	19,476	19,476	19,476
517800	MEDICARE	9,264	11,378	11,378	11,378	8,830
517900	LIFE INSURANCE	313	315	315	315	315
518000	RETIREMENT	182,019	199,996	199,996	199,996	213,568
517000	RETIREE HEALTH INSURANCE		121,647	121,647	121,647	83,929
519001	OUT OF GRADE	1,860	3,550	3,550	3,550	3,550
519900	CLOTHING ALLOWANCE	7,291	7,910	7,910	7,910	7,910
	PERSONAL SERVICES	1,072,487	1,264,699	1,264,699	1,254,699	1,259,066
6504512						
524100	BACKFLOW PREV/CROSS CONN PROG	16,006	2,600	2,600	2,600	2,600
524400	MAINT VEHICLE GARAGE	19,217	12,425	12,425	12,425	13,045
524500	MAINT EQUIP OTHER	2,420	1,200	1,200	1,200	1,200
529700	SOIL REMOVAL	-	16,000	16,000	5,000	16,000
530000	DIG SAFE		-	-	-	-
530000	WATER SYSTEM STUDY UPDATE		-	-	-	-
530007	MWRA LEAK DETECTION	450	15,150	15,150	13,775	14,710
530100	LEGAL SERVICES	2,300	1,000	1,000	-	-
530900	CONTRACT PATCHING	54,262	84,000	84,000	84,000	84,000
531600	POLICE DETAIL	1,913	10,100	10,100	10,100	10,500
531700	EMPLOYEE TRAINING	4,238	3,000	3,000	3,000	3,000
534800	GIS MAINTENANCE	-	30,000	30,000	30,000	30,000
537900	LEAD SERVICE REPLACEMENT	-	-	-	-	-
548000	VEHICLE SUPPLIES	-	-	-	-	-
548700	OIL/LUB	-	-	-	-	-
548900	UNLEADED GAS		-	-	-	5,300
548900	DIESEL FUEL	16,892	20,430	20,430	20,430	13,000
549000	MEDICAL SUPP	300	400	400	400	400
553100	PUBLIC WORKS SUPP WATER	24,950	27,500	27,500	27,500	30,250
553400	SIDEWALK REPAIR	3,761	6,000	6,000	2,000	2,000
553500	WATER METERS	-	47,000	47,000	47,000	147,000
553600	WATER REPAIR SUPPLIES	49,769	66,590	66,590	66,590	73,250
569400	MWRA ASSESSMENT	2,263,350	2,521,283	2,521,283	2,516,559	2,583,176
573100	LICENSE ETC	438	180	180	180	180
576000	CLAIM SETTLEMENT	-	2,500	2,500	2,500	2,500
591003	MWRA BOND DEBT SERVICE	521,357	648,865	648,865	648,865	642,281
	TOTAL OTHER EXPENSES	2,981,623	3,516,223	3,516,223	3,494,124	3,674,392

**Town of Belmont
WATER ENTERPRISE EXPENDITURES
Fiscal Year 2015**

Org & Object #	Account Title	FY13 EXPENDED	FY14 ADOPTED BUDGET	FY14 ADJ BUDGET	FY14 EST EXPENSE	FY15 FINAL BUDGET
6504513						
587000	COMMUNICATION EQUIPMENT	-	-	-	-	-
587000	OFFICE EQUIPMENT	-	-	-	-	-
587001	MWRA-METER MODERNIZATION	97,495				
65550723						
589500	WATER MAIN REPLACEMENT	355,932	275,000	275,000	275,000	250,000
65550						
543000	BUILDING PROJECTS	-	-	-	-	-
65550713						
589500	MWRA BOND FOR WATER MAIN REPLACEMENT	321,694	-	-	-	-
65550753						
589500	GIS HARDWARE/SOFTWARE	(117,812)	-	-	-	-
65550743						
589500	VEHICLE REPLACEMENT	-	25,500	25,500	25,500	79,000
	<u>CAPITAL OUTLAY</u>	<u>657,309</u>	<u>300,500</u>	<u>300,500</u>	<u>300,500</u>	<u>329,000</u>
	TOTAL WATER DIST/MAINT	4,711,419	5,081,422	5,081,422	5,049,323	5,262,458
	<u>TOTAL WATER SERVICES</u>	<u>5,162,941</u>	<u>5,709,230</u>	<u>5,709,230</u>	<u>5,648,736</u>	<u>5,892,142</u>
			5,709,230	5,709,230	5,648,736	5,892,142
	<u>WATER SUMMARY</u>					
	WATER ADMINISTRATION	451,522	627,808	627,808	599,413	629,684
	MWRA WATER ASSESSMENT	2,263,350	2,521,283	2,521,283	2,516,559	2,583,176
	WATER DISTR/MAINT	2,448,069	2,560,139	2,560,139	2,532,764	2,679,282
	<u>TOTAL WATER ENTERPRISE</u>	<u>5,162,941</u>	<u>5,709,230</u>	<u>5,709,230</u>	<u>5,648,736</u>	<u>5,892,142</u>
	Total Revenue to be raised	5,012,941	5,434,230	5,434,230	5,373,736	5,617,142
	Planned use of Retained earnings to stabilize the rates	150,000	275,000	275,000	275,000	275,000
	Total Revenues	5,162,941	5,709,230	5,709,230	5,648,736	5,892,142

Town of Belmont
SEWER ENTERPRISE EXPENDITURES
Fiscal Year 2015

Org & Object #	Account Title	FY13 EXPENDED	FY14 ADOPTED BUDGET	FY14 ADJ BUDGET	FY14 EST EXPENSE	FY15 FINAL BUDGET
6604401	SANITARY SEWER MAINT (R)					
511000	FULL TIME WAGE	394,783	414,293	414,293	410,294	418,248
513000	OVERTIME	52,214	69,030	69,030	69,030	70,411
514000	ON CALL	13,048	12,880	12,880	12,880	13,880
514001	PAID PERSONAL DAYS					1,200
514400	MEAL ALLOWANCE	30	250	250	250	200
514800	LONGEVITY	2,800	3,100	3,100	3,100	2,800
515500	CDL STIPEND	9,300	10,400	10,400	10,400	10,400
517000	HEALTH INSURANCE	167,069	113,995	113,995	113,995	113,995
517000	RETIREE HEALTH INSURANCE		65,435	65,435	65,435	43,091
517200	WORKERS COMP.	17,378	21,723	21,723	21,723	21,723
517800	MEDICARE	6,647	7,501	7,501	7,501	7,594
517900	LIFE INSURANCE	200	200	200	200	200
518000	RETIREMENT	290,890	310,450	310,450	310,450	331,562
519001	WORKING OUT OF GRADE	375	825	825	825	1,000
519900	CLOTHING ALLOWANCE	6,465	6,560	6,560	6,560	6,560
	PERSONAL SERVICES	961,199	1,036,642	1,036,642	1,032,643	1,042,864
6604402						
522900	ELECTRICITY	1,769	5,510	5,510	5,510	5,510
524200	REPAIR & MAINT S.S.		-	-	-	-
524500	MUNIS-TYLER TECH		13,415	13,415	13,415	13,415
527300	RENTAL EQUIP.	38,214	38,110	38,110	33,110	39,255
529700	SOIL REMOVAL		10,000	10,000	-	10,000
530000	PROF SERVICES		4,000	4,000	4,000	4,000
530800	METER READING SERVICE	49,452	72,860	72,860	72,860	62,500
530800	BILLING SERVICES		-	-	-	-
530800	BILLING SOFTWARE MAINT		-	-	-	-
530800	BILLING SOFTWARE UPGRADE		16,850	16,850	16,850	16,850
530900	CONTRACT PATCH	32,350	45,000	45,000	45,000	46,350
531600	POLICE DETAILS	6,176	6,510	6,510	5,000	6,770
534100	TELEPHONE	1,108	1,440	1,440	1,440	1,440
534800	GIS MAINTENANCE		30,000	30,000	30,000	30,000
538200	OUTSIDE LABOR	4,720	5,475	5,475	5,475	5,640
553100	PUBLIC WORKS SUPPLIES	59,467	61,260	61,260	61,260	63,100
553500	METER MODERNIZATION		-	-	-	-
569400	MWRA ASSESSMENT (R)	4,593,647	4,676,057	4,676,057	4,652,803	4,666,517
573400	STREET OPENING PERMITS	2,060	6,000	6,000	3,000	6,000
578500	SEWER RESERVE	-	72,280	72,280	15,000	74,450
	TOTAL OTHER EXPENSES	4,788,963	5,064,767	5,064,767	4,964,723	5,051,797

Town of Belmont
SEWER ENTERPRISE EXPENDITURES
Fiscal Year 2015

Org & Object #	Account Title	FY13 EXPENDED	FY14 ADOPTED BUDGET	FY14 ADJ BUDGET	FY14 EST EXPENSE	FY15 FINAL BUDGET
<u>6607102</u>						
591208	Sewer Prin to FY16	125,000	125,000	125,000	125,000	125,000
591216	Sewer MWRA to FY 11		-	-	-	-
591217	Sewer MWRA to FY19	75,086	75,086	75,086	75,086	75,086
591221	Sewer MWPAT to 2031	367,705	372,838	372,838	372,838	292,902
591218	Sewer Prin - new debt					
<u>6607512</u>						
591208	Sewer Int to FY16	79,044	73,888	73,888	73,888	73,888
591221	Sewer MWPAT to 2031	179,000	172,435	172,435	172,435	172,435
558900	MWPAT Origination Fee		-	-	-	-
591218	Sewer Int - new debt	195,001	256,881	256,881	256,881	256,881
	<u>TOTAL DEBT SERVICE</u>	<u>1,020,836</u>	<u>1,076,128</u>	<u>1,076,128</u>	<u>1,076,128</u>	<u>996,192</u>
	ADMINISTRATION COST					
	<u>INTERGOVERNMENTAL</u>					
<u>6604</u>						
596000	INDIRECT COST REIMB TO TOWN	125,000	126,875	126,875	126,875	126,875
596000	TRANSFER TO OPEB TRUST		2,034	2,034	2,034	5,294
<u>66550233</u>						
589500	RADIO Conversion FY00 SEWER I & I CONSTRUCTION					
<u>66550683</u>						
587000	TRUCKS	204,376	185,200	185,200	185,200	119,600
<u>66550703</u>						
585000	GIS ENGINEERING AND HARDWARE	6,251	-	-	-	-
<u>66550663</u>						
589500	SEWER & DRAIN REPLACEMENT	41,193	300,000	300,000	300,000	300,000
<u>66550673</u>						
589500	SEWER BOND		-	-	-	-
	<u>CAPITAL OUTLAY</u>	<u>251,820</u>	<u>485,200</u>	<u>485,200</u>	<u>485,200</u>	<u>419,600</u>
	TOTAL SANITARY SEWER MAINT	7,147,818	7,791,646	7,791,646	7,687,603	7,642,622

Town of Belmont
SEWER ENTERPRISE EXPENDITURES
Fiscal Year 2015

Org & Object #	Account Title	FY13 EXPENDED	FY14 ADOPTED BUDGET	FY14 ADJ BUDGET	FY14 EST EXPENSE	FY15 FINAL BUDGET
6604441	STORMWATER MAINT. (R)					
511000	FULL TIME WAGE	197,153	199,473	199,473	195,473	203,480
513000	OVERTIME		-	-	-	-
514000	ON CALL		-	-	-	-
514800	LONGEVITY	850	1,250	1,250	1,250	1,250
515500	CDL STIPEND	5,200	5,200	5,200	5,200	5,200
517000	HEALTH INSURANCE		38,580	38,580	38,580	38,580
517200	WORKERS COMP.	8,496	10,620	10,620	10,620	10,620
517800	MEDICARE	2,853	3,033	3,033	3,033	3,092
517900	LIFE INSURANCE					
519003	CLOTHING ALLOWANCE	3,185	3,280	3,280	2,460	3,280
	PERSONAL SERVICES	217,737	261,436	261,436	256,616	265,502
6604442						
522900	ELECTRICITY	244	570	570	570	570
527300	RENTAL EQUIPMENT	5,785	12,560	12,560	10,000	12,935
529700	SOIL REMOVAL		10,000	10,000	-	10,000
530002	ABC STORMWATER GAUGE	8,000	8,665	8,665	8,665	8,665
530006	STORMWATER REGULATION	7,733	50,000	50,000	50,000	50,000
530900	CONTR PERM PATCH	4,539	17,730	17,730	17,730	18,260
538200	OUTSIDE LABOR	38,847	81,165	81,165	81,165	73,230
553100	PUB. WKS. SUPP.	16,447	18,365	18,365	18,365	18,975
573400	STREET OPENING PERMITS		4,000	4,000	2,000	4,000
591208	MWRA LOAN REPAYMENT		-	-	-	-
	TOTAL OTHER EXPENSES	81,595	203,055	203,055	188,495	196,635
6604443						
587000	REPLACE OFFICE EQUIPMENT					
	TOTAL STORMWATER MAINT.	299,332	464,491	464,491	445,111	462,137
	TOTAL SEWER ENTERPRISE	7,447,150	8,256,138	8,256,138	8,132,714	8,104,759
			8,256,138	8,256,138	8,132,714	8,104,759
	SANITARY SEWER MAINTENANCE	2,429,171	2,988,714	2,988,714	2,907,925	2,849,230
	MWRA SEWER ASSESSMENT	4,593,647	4,676,057	4,676,057	4,652,803	4,666,517
	INDIRECT COST REIMBURSEMENT	125,000	126,875	126,875	126,875	126,875
	STORMWATER MAINT	299,332	464,491	464,491	445,111	462,137
	TOTAL SEWER ENTERPRISE	7,447,150	8,256,138	8,256,138	8,132,714	8,104,759
	Budgeted Enterprise Revenue					
	Total Revenue to be raised	7,605,104	7,981,138	7,981,137	7,857,712	7,829,756
	Planned use of Retained earnings	450,000	275,000	275,001	275,002	275,003
	Total Revenues	8,055,104	8,256,138	8,256,138	8,132,714	8,104,759

BELMONT PUBLIC SCHOOLS

FY15 Budget (July 1, 2014–June 30, 2015)



By Samantha Dignan, Grade 7, Chenery Middle School

BELMONT SCHOOL COMMITTEE

Laurie Slap, *Chair*
Anne Lougée, *Secretary*
Kevin Cunningham
Lisa Fiore
Laurie Graham
Elyse Shuster

SCHOOL ADMINISTRATION

Thomas S. Kingston, *Superintendent*
Janice Darias, *Assistant Superintendent*
Anthony DiCologero, *Director of Finance,
Business, and Operations*

TO THE CITIZENS OF BELMONT AND TOWN MEETINGS MEMBERS

May 14, 2014

Once again this year, priorities in the School Department budget are based on the system's three strategic goals:

- To prepare all students for college, career, and life-long learning;
- To support continuous improvement and overall programmatic and fiscal stability;
- To ensure that students receive instruction from consistently highly qualified educators who pursue continuous improvement of their art.

The FY15 budget attempts to maintain Belmont's high quality programming for all students, while acknowledging the stresses that continue to impact the system: enrollment is climbing dramatically; government mandates continue to mount; and many students have increasingly complex needs.

Belmont Schools benefit greatly from strong support from Town leaders as our district attempts to tackle these challenges. The Superintendent and Town Administrator and their teams worked closely in formulating this budget, and the School Committee and Board of Selectmen also met regularly during the budget season. Such collaboration is invaluable.

We are incredibly fortunate to have such talented and dedicated faculty and staff in our classrooms and throughout the district. Their creativity and commitment to all students is inspirational.

Support from the entire Belmont community is also obviously vital to the system's success. Parents and families, the Foundation for Belmont Education, PTOs and PTAs, and so many other parent groups donate countless hours of volunteer time as well as sorely needed financial support to our schools. Local businesses also offer valuable contributions, as do so many other community members.

We all must focus on long-term planning. The School Committee and School Department look forward to continuing work with Town leaders and the community in these efforts. Early last fall, the Superintendent established 8 modeling groups comprised of educators, School Committee members, and residents to examine topics impacting the long-term growth of the district. These groups analyzed trends in salary and compensation, enrollment, supplemental revenue, student life, curriculum, special education, technology, and operations & maintenance. Almost all of the reports are now complete and I encourage you to go to the 'public documents' section of the School Committee tab on the BPS website to read them:

<http://www.belmont.k12.ma.us/bps/School-Committee/Public-Documents>

All of this work is part of the Town's Financial Task Force.

Finally, on behalf of the School Committee, I'd like to extend tremendous thanks to Dr. Tom Kingston who has led this district forward with great warmth, wisdom, and wit as "Interim" Superintendent for the last three years. On June 30, we will send Tom off on his retirement with all best wishes and much gratitude.

Laurie Slap, Chair
Belmont School Committee

SCHOOL COMMITTEE GOALS

The overall goal of the Belmont School Committee is to use its powers to ensure that the Belmont Public Schools achieve its mission:

With a commitment to teaching and learning, the Belmont Public Schools strive to nurture the intellectual, social, and personal development of each student and to create a dynamic community of lifelong learners who contribute to the common good and are of service to others.

Massachusetts law grants three specific powers to school committees: to appoint and remove the superintendent, to set school policies, and to review and approve budgets.

The School Committee will use these powers to ensure that policies and budgets align with the following three goals, and that the superintendent acts to achieve them:

1. To prepare all students for college, career, and life-long learning through a balanced and healthy school experience, and through continuity of curriculum and compliance with Commonwealth and community standards, through support for educators to experiment and innovate, and clear articulation of our instructional models.
2. To support continuous improvement and overall programmatic and fiscal stability by engaging administrators, teachers, and other stakeholders in generally accepted practices of long-term strategic planning.
3. To ensure that students receive instruction from consistently highly qualified educators who pursue continuous improvement of their art by hiring well-prepared and diverse professionals, and sustaining continuous professional development by means of clear and coherent plans, and by implementing a successful educator evaluation system in line with new Commonwealth standards.

FY15 SCHOOL DEPARTMENT INITIATIVES

- Comprehensive long-range planning (School Committee, District Leadership Council, and BOS)
- Continued review of class sizes and control of elementary assignments with planning for projected enrollment increases
- Review and improvement of budget tracking systems
- Continuation of security enhancements and implementation of recommendations from special advisory group on safety and security
- Continue exploration and piloting of innovative instructional models (independent funding)
- Expansion of iPad instructional models (1:1 for all students in grades 9 and 10 at BHS)
- Professional development focus areas: studying skillful teaching; technology tools and applications to improve instruction; teaching English language learners; shared inquiry circles to develop critical thinking skills; and social emotional learning, preK-12
- Full implementation of new educator appraisal system, including implementation of District Determined Measures for Student Impact Rating
- Entry and Report from new Superintendent of Schools

DISTRICT HIGHLIGHTS AND ACHIEVEMENTS

Latest News: In April, *US News & World Report* ranked Belmont High School #3 in overall quality in the state — the #1 full public high school in Massachusetts, ranking only behind two exams schools. On May 6, Belmont High School social studies teacher Dr. Jeffrey Shea was named the 2014 Massachusetts Teacher of the Year.

College Attendance:

- 97% of Belmont High School's Class of 2013 attends college.

Test Scores/Academic Achievement:

- Belmont Public Schools earned Level 1 status – the state's top tier – as a result of meeting gap-narrowing goals for all students in all schools, including subgroups.
- Compared to all comparable districts in the state, Belmont is in the 97th percentile for overall performance on the MCAS in English/Language Arts, Mathematics, and Science.
- All BHS students met or exceeded the MCAS requirements for graduation:
 - English/Language Arts – 97% scored proficient or advanced
 - Mathematics – 95% scored proficient or advanced
 - Physics – 92% scored proficient or advanced
- Of the 414 Belmont High School students who took 838 Advanced Placement examinations in 22 disciplines, 93% earned a score of 3, 4, or 5 (qualifying for college-level credit). Moreover, 203 students earned an AP Scholar Award.
- Six BHS students were named as semi-finalists in the 2014 National Merit Scholarship Competition. Twenty-eight BHS students were commended.

English/Language Arts:

- Two BHS students were selected to attend the New England Young Writers Conference at Middlebury College in Vermont.
- One BHS student received the National Council of Teachers of English Achievement in Writing Award.
- Four BHS students accumulated three Gold Keys and five Silver Keys for writing, as well as many Honorable Mentions between them, in the Scholastic Art and Writing Awards. One of those students won national recognition as an American Voices Award nominee and a \$5,000 scholarship from the School of the Museum of Fine Arts for one of her entries.
- One BHS student won the Helen Creeley Poetry Prize for the second year in a row.

Mathematics:

- The BHS Math Team finished 8th at the State Competition.
- The CMS Math Team finished third in their division and had over 20 students competing regularly.
- One BHS Student qualified to take the United States of America Junior Mathematical Olympiad qualifying exam. Only 238 students were chosen nationwide.
- Eight BHS students qualified for the American Invitational Mathematics Exam (AIME).
- One BHS students finished in the top 100 in the state on the Massachusetts Mathematics Olympiad and qualified for the Level 2 Exam.
- One student will attend the American Regions Mathematics League competition at Penn State University.

Science/Technology:

- The Middle School Science Olympiad Team competed for the first time in several years at the state-wide competition.
- Three BHS students earned "Honorable Mention" on the 2014 Biology Olympiad.
- The High School Science Olympiad Team scored in the top ten in five different tests at the state-wide competition.

Social Studies/Community Service:

- Eight BHS students tied for third place in the Massachusetts State Economics Challenge.
- In the National History Day Competition, we had three third-place middle school finishers in the State Competition – one of those was also a National Archives Award winner.
- BHS students have performed more than 31,000 hours of community service.

Music:

- The Town of Belmont was selected by the National Association of Music Merchants (NAMM) as one of the nation’s “Best Communities for Music Education”, receiving special commendations from Gov. Deval Patrick and Rep. Katherine Clark.
- BHS and CMS ensembles were awarded four Gold, three Silver, and one Bronze medal at state festivals by the Massachusetts Instrumental and Choral Conductors Association (MICCA) and the Massachusetts Association for Jazz Education (MAJE).
- Fifty-nine BHS students were selected for participation in the Massachusetts Music Educators Association (MMEA) Northeast Senior District Band, Chorus, Orchestra, and Jazz Ensemble Festival.
- Twelve BHS students were selected for participation in the MMEA All-State Band, Chorus, and Orchestra.
- Three BHS students were selected for participation in the American String Teachers Association National Youth Orchestra.
- Three BHS students were selected for participation in the National Association for Music Education (NAfME) National Honors Orchestra.
- Sixteen BHS 9th-grade students were accepted to the MMEA Northeast Junior District Band, Chorus and Orchestra.
- Forty-eight CMS 6th–8th grade students were accepted to the MMEA Northeast Junior District Band, Chorus and Orchestra.

Art:

- BHS students received eighteen Gold Keys, thirteen Silver Keys, and fourteen Honorable Mention awards for artwork submitted to the Boston Globe Scholastic Art Awards program.
- CMS students received four Gold Keys, four Silver Keys, and four Honorable Mention awards for artwork submitted to the Boston Globe Scholastic Art Awards program.
- Students from BHS and CMS hosted and produced several independent art shows in the community.

Athletics:

- Several BHS teams were the Middlesex League Champion in their respective sports:
 - Varsity Boys’ Soccer
 - Varsity Golf
 - Girls’ Ice Hockey Team
 - Boys’ Basketball
- The BHS Girls’ Swim & Dive Team is the MIAA Division II State Finalist.
- Five BHS Student Athletes were named to the Boston Globe All Scholastic Team.
- Six BHS Student Athletes won Individual State Championships.
- The BHS Athletic Program was recognized on the 2013 MIAA Sportsmanship Honor Roll.

Travel: BHS students have participated in performing and study tours to:

- Costa Rica (Environmental Studies and Global Leadership students)
- France (French students); Spain (Spanish students); Austria (Chorus students)
- China (Chinese and Modern World History students)

ENROLLMENT IN FEE-BASED PROGRAMS (FY14)

Revolving Account	Total # of Participants
BHS Athletic Revolving	1,141
CMS Athletic Revolving	128
Full-Day Kindergarten	336
Instrumental Music Revolving	500
BHS Fine & Performing Arts Revolving	186
Saturday Music Program	276
BHS Club Activities	160
	2,707

CURRENT BELMONT PUBLIC SCHOOLS ENROLLMENT (5/1/14)

(figures are as of May 1 of respective years)

	Pre	K	1	2	3	4	5	6	7	8	9	10	11	12	Subtotals 2014	Subtotals 2013	Subtotals 2012
Wellington	4	24	20	24	23	24											
	15	22	21	24	24	24											
	11	23	21	23	23	24											
	25	22	19	23	23	24											
	25	23	20	24													
	80														80	75	80
		114	101	118	93	96									522	518	491
Burbank		23	23	24	24	25											
		23	23	23	23	26											
		23	24	23	24	24											
		69	70	70	71	75									355	336	323
Butler		22	23	22	24	24											
		24	24	22	24	22											
		23	23	22	23	23											
						17									362	344	352
	69	70	66	71	86												
Winn Brook		23	24	22	22	22											
		22	22	23	20	22											
		23	22	22	21	24											
		22	22	24	22	22											
		90	90	91	85	90									446	444	447
Chenery M.S.							323	325	299	327				1274	1246	1213	
Belmont H.S.										311	314	281	271	1177	1110	1080	
TOTALS	80	342	331	345	320	347	1274				1177						
	<i>PRE</i>	<i>ELEMENTARY</i>						<i>SECONDARY</i>						<i>DISTRICT</i>	<i>DISTRICT</i>	<i>DISTRICT</i>	
	80	1765						2451						4216	4073	3986	

ENROLLMENT BY RACE / ETHNICITY (2014)

Race	% of District	% of State
African American	3.9	8.6
Asian	14.7	5.9
Hispanic	3.7	16.4
Native American	0.0	0.2
White	72.3	66.0
Native Hawaiian, Pacific Islander	0.1	0.1
Multi-Race, Non-Hispanic	5.1	2.7

SPECIAL POPULATIONS

Title	% of District	% of State
First Language not English	15.4	17.3
Limited English Proficient	2.6	7.7
Low-income	7.0	37.0
Special Education	9.5	17.0
Free Lunch	5.6	32.1
Reduced Lunch	1.4	4.9

SCHOOL DEPARTMENT BUDGET ASSUMPTIONS

Budget Assumption #1

If the administrators, teachers, and governors of the Belmont Public Schools engage in systematic long-term strategic planning,

Then the resources, goals, and objectives that emerge will support continuous improvement and overall programmatic and fiscal stability within the system.

Budget Assumption #2

If the Belmont Public School District hires well-prepared and diverse professionals, sustains continuous professional development by means of clear and coherent plans, and implements a successful educator evaluation system in line with new state standards,

Then students will receive instruction from consistently highly qualified educators who pursue the continuous improvement of their art.

Budget Assumption #3

If the Belmont Public School District ensures continuity of the curriculum and compliance with state requirements, strives for higher standards in accord with community expectations, provides support for educators to experiment and innovate, and articulates clearly its instructional models,

Then students will be well-prepared for college and career.

BUDGET OBJECTIVES FOR FY15

- Maintain the quality of instructional services at current levels
- Maintain Belmont as a Level I (highest performance rating) District
- Continue implementation of current strategic initiatives
- Sustain continued implementation of Educator Evaluation System
- Provide mandatory Sheltered English Immersion training for teachers
- Meet existing contractual commitments
- Continue all the new positions created in FY 2014 to meet increased enrollment
- To the extent possible, address increasing class sizes
- Maintain existing facilities and avoid deferred maintenance
- Maintain competitive compensation

TECHNICAL BUDGET ASSUMPTIONS

- Town Allocation increase = \$1.8 Million from General Revenues
- Chapter 70 increase = \$556K
- Reduction in Minuteman levy (portion applied to schools) = \$145K
- Grant Funds remain same as FY14
- Athletic fee-based fund transfers to the General Fund remain at 60%
- Capital Endowment Fund contribution to new Math Series = \$31,230
- Application of LABBB credit of \$190,000
- Roll forward all existing positions, including 18 FTEs added in FY14
- Add one-half custodial position, district-wide
- Pre-Kindergarten fees to increase 10%
- Health insurance premiums will remain at FY14 rates
- All other fees neither increase nor decrease

PRIMARY COST DRIVERS

- Contractual Salary Obligations (2/3rds of the Budget)
- New contracts under negotiation likely to increase obligations
- Student enrollment increasing markedly; predicted FY15 increase = ~115
- Mandated special education costs generally rise 3–7% per year

UNKNOWN VARIABLES

- New Contracts: All Bargaining Units Up for Renewal
- New Gain in Student Enrollment
- Increases or Decreases in Federal Grants
- Litigation and Related Costs

ADJUSTMENTS TO MEET AVAILABLE REVENUE

- Materials and supplies held to FY14 levels
 - Exceptions: iPad initiative, Math Series, mandated Professional Development
- Departmental draw-down of one-time funds:
 - Application of available LABBB Credits
 - Use of available Circuit Breaker funds
 - Continued application of 60% of fee-based program funds

WHAT AVAILABLE REVENUE CANNOT SUPPORT

- New positions (more than 11 FTE requested by Leadership Council)
- Additional support staff (counselors, administrators)
- School Resource Officer(s)
- Reduction of class sizes
- Materials to meet increasing enrollments and align to state standards
- Funding for additional extracurricular programs
- Reduction in any user fees
- Additional time for professional and curricular development
- Extension of the school day

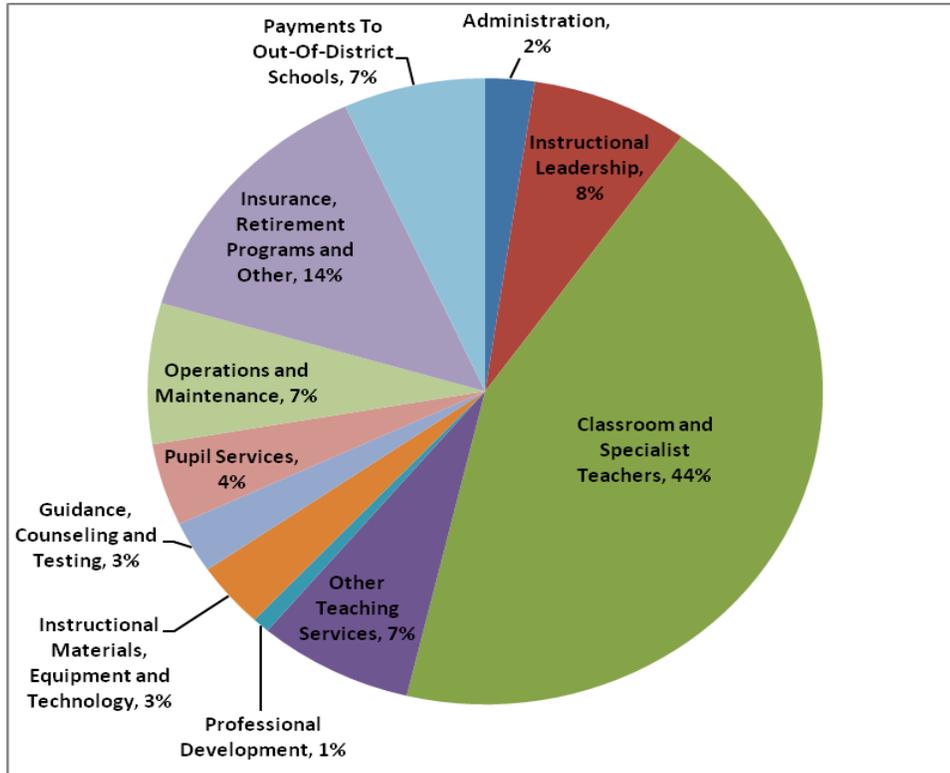
PRIORITIES IF AVAILABLE FUNDS WERE TO INCREASE

- An additional district-wide ELL teacher to meet state mandate
- Two middle school teachers for 5th grade
- Additional middle school specialists and school counselor
- Teachers for additional high school offerings and positions
- Additional guidance counselors district-wide
- Additional elementary teachers to address class size
- Location and funding of classroom space
- Increase in instructional materials budget
- Additional information technology and instruction technology position
- School Resource Officer for Belmont High School
- Additional investment for innovation
- Increased planning time for social/emotional curriculum

PROPOSED FY15 SCHOOL BUDGET (ALL FUNDING SOURCES)

	FY14 BUDGET	FY15 BUDGET	CHANGE FY13- FY14	
GENERAL FUND	44,349,100	46,156,000	1,806,900	4.1%
GRANTS, REVOLVING, LABBB CREDIT	6,355,435	6,326,402	-29,033	-0.5%
TOTAL	50,704,535	52,482,402	1,777,867	3.5%

**DISTRIBUTION OF PROPOSED GENERAL FUND ALLOCATIONS
FY15 Budget by Per-Pupil Spending Category (General Fund)**



	Function (DESE Categories)		FTE	\$	% of Total
A	1	Administration	8.90	1,085,054	2%
B	2	Instructional Leadership	54.87	3,472,317	8%
C	3	Classroom and Specialist Teachers	259.90	20,246,191	44%
D	4	Other Teaching Services	88.32	3,422,223	7%
E	5	Professional Development	2.00	380,738	1%
F	6	Instructional Materials, Equipment and Technology	1.00	1,562,046	3%
G	7	Guidance, Counseling and Testing	15.63	1,235,015	3%
H	8	Pupil Services	9.15	1,961,258	4%
I	9	Operations and Maintenance	20.10	3,353,575	7%
J	10	Insurance, Retirement Programs and Other	-	6,299,761	14%
K	11	Payments To Out-Of-District Schools	-	3,137,822	7%
		TOTAL EXPENDITURES	459.86	46,156,000	100%

SUMMARY OF FY15 PROPOSED BUDGET BY AREA (General Fund)

	Budget FY13 FTE	Budget FY14 FTE	Actual FY13 \$	Budget FY14 \$	Proposed Budget		Change: FY15 Proposed vs. FY14 Budgeted			
					FY15		FTE	\$	%	
					FTE	\$				
REGULAR INSTRUCTION										
1	English, Grades 5-12	24.10	24.85	1,637,700	1,841,544	25.00	1,911,582	0.15	70,038	3.8%
2	Reading, Grades K-8	8.87	8.15	720,923	715,030	9.20	802,050	1.05	87,020	12.2%
3A-D	Elementary, grades 1-4	64.15	64.71	4,403,708	4,781,831	62.90	4,789,634	(1.81)	7,803	0.2%
4	Fine Arts	1.30	1.30	104,609	106,462	1.30	108,660	-	2,198	2.1%
5	Art, Grades 1-12	10.59	10.71	864,465	906,677	10.80	941,769	0.09	35,092	3.9%
6	Music, Grades K-12	9.83	9.94	734,069	783,609	10.20	817,359	0.26	33,750	4.3%
7	Theater Arts, Grades 7-12	-	-	-	-	-	-	-	-	0.0%
8	Kindergarten	10.50	10.10	684,069	733,401	9.05	673,339	(1.05)	(60,062)	-8.2%
9	Mathematics, Grades 5-12	25.00	24.55	1,734,176	1,846,488	25.85	1,974,141	1.30	127,653	6.9%
10	Physical Education, Grades K-12	7.45	7.45	516,523	545,353	7.65	577,634	0.20	32,281	5.9%
11	Science, Grades 5-12	27.20	24.75	1,870,177	1,938,061	25.20	2,004,274	0.45	66,213	3.4%
12	Health Education, Grades 6-12	2.40	2.40	141,648	153,320	2.40	159,649	-	6,329	4.1%
13	Technology Education, Grades 6-12	1.85	2.00	140,958	154,332	2.00	159,388	-	5,056	3.3%
14	Social Studies, Grades 5-12	25.00	25.05	1,760,392	1,871,923	25.20	1,883,412	0.15	11,489	0.6%
15	Foreign Languages, Grades 5-12	16.20	17.40	1,299,788	1,355,785	17.60	1,385,274	0.20	29,489	2.2%
SUBTOTAL		234.44	233.36	16,613,204	17,733,816	234.35	18,188,165	0.99	454,349	2.6%
SPECIAL INSTRUCTION										
20	ELL	3.85	4.79	251,137	260,248	5.57	368,644	0.78	108,396	41.7%
21	Early Childhood Education Pre-Kindergarten	12.32	11.98	563,793	487,760	12.85	536,846	0.87	49,086	10.1%
22	Special Education, Grades K-12	83.93	87.29	8,582,122	8,804,675	102.25	9,439,899	14.96	635,224	7.2%
SUBTOTAL		100.10	104.06	9,397,051	9,552,683	120.67	10,345,389	16.61	792,706	8.3%
STUDENT & INSTRUCTIONAL SERVICES										
30	Athletics & Intramurals, Grades 5-12	1.00	1.00	270,815	290,628	1.00	342,131	-	51,503	17.7%
31	Student Activities, Grades 5-12	0.25	0.25	49,448	41,979	0.25	44,254	-	2,275	5.4%
32	Food Service	-	-	-	-	-	-	-	-	0.0%
33	Guidance, Grades K-12	10.60	11.00	718,162	835,040	10.00	773,984	(1.00)	(61,056)	-7.3%
34	Psychological Services, Grades Pre-K-12	6.73	6.73	460,911	485,897	6.73	498,362	-	12,465	2.6%
35	Health Services, Grades Pre-K - 12	7.50	7.90	522,320	576,617	7.90	597,233	-	20,616	3.6%
36	Library	5.65	5.64	273,668	217,791	5.65	275,929	0.01	58,138	26.7%
37	Technology & Audio Visual	9.50	9.50	1,041,461	1,066,801	9.52	1,197,811	0.02	131,010	12.3%
38	Curriculum Development	1.00	1.00	104,453	110,520	1.00	119,619	-	9,099	8.2%
39	Staff Development	1.00	1.00	248,752	229,300	1.00	240,419	-	11,119	4.8%
40	Substitutes	-	-	732,839	485,000	-	435,000	-	(50,000)	-10.3%
41	METCO	-	-	-	-	-	-	-	-	0.0%
42	Adult Education	-	-	-	-	-	-	-	-	0.0%
52	Regular-Day Transportation	-	-	134,000	91,800	-	140,000	-	48,200	52.5%
SUBTOTAL		43.23	44.02	4,556,830	4,431,373	43.05	4,664,742	(0.97)	233,369	5.3%
OPERATIONS										
50	Buildings & Grounds	6.45	6.60	999,546	814,950	7.10	848,667	0.50	33,717	4.1%
51	Custodial Services	13.00	13.00	1,107,509	1,033,434	13.00	1,021,995	-	(11,439)	-1.1%
53	Utilities	-	-	1,466,443	1,604,047	-	1,380,253	-	(223,794)	-14.0%
SUBTOTAL		19.45	19.60	3,573,497	3,452,431	20.10	3,250,915	0.50	(201,516)	-5.8%
LEADERSHIP & ADMINISTRATION										
60A-F	Building Administration	31.23	30.23	1,958,217	1,913,286	32.80	2,008,037	2.57	94,751	5.0%
61	Central Administration	8.70	8.20	847,799	831,378	8.90	879,190	0.70	47,812	5.8%
62	Legal Services	-	-	133,790	169,950	-	169,950	-	-	0.0%
63	School Committee	-	-	16,586	17,700	-	15,800	-	(1,900)	-10.7%
SUBTOTAL		39.93	38.43	2,956,393	2,932,314	41.70	3,072,977	3.27	140,663	4.8%
CONTRACT ALLOWANCE/FRINGE BENEFITS										
70	Contractual Allowance	-	-	16,450	166,517	-	334,051	-	167,534	100.6%
71	Fringe Benefits	-	-	5,852,048	6,079,966	-	6,299,761	-	219,795	3.6%
SUBTOTAL		-	-	5,868,498	6,246,483	-	6,633,812	-	387,329	6.2%
GRAND TOTAL		437.16	439.47	42,965,473	44,349,100	459.86	46,156,000	20.39	1,806,900	4.1%

SUMMARY OF FY15 PROPOSED BUDGET BY AREA (Grants & Revolving Accounts)

(Note: These are separate from the General Fund budget amount voted by Town Meeting.)

	Actual Budget	Proposed Budget	
	FY14	FY15	
	\$	FTE	\$
GRANTS:			
SPED IDEA	925,550	-	912,022
SPED PROGRAM IMPROVEMENT	29,692	(stipends)	17,480
CIRCUIT BREAKER	1,119,257	-	1,276,808
TITLE IIA - TEACHER QUALITY	68,475	0.70	66,972
SPED PRE-K	26,072	0.28	27,648
TITLE I	130,106	1.45	129,267
TITLE III	20,130	(stipends)	18,593
TITLE III Immigrant Support	13,600	(stipends)	0
ACADEMIC SUPPORT	9,800	(stipends)	10,800
METCO	509,256	5.83	530,372
FULL DAY KINDERGARTEN GRANT	142,210	7.87	150,974
RACE TO THE TOP	11,685	-	0
SUBTOTAL	3,005,833	16.13	3,140,936
REVOLVING ACCOUNTS:			
BHS ATHLETIC REVOLVING	441,467	(stipends)	479,179
CMS ATHLETICS REVOLVING	360	(stipends)	6,468
CMS FINE ARTS & CLUBS	33,512	(stipends)	36,723
TUITION – STUDENTS (PRESCHOOL/VISA)	211,798	2.52	210,128
BUSING FEES	334,000	-	200,000
FULL DAY KINDERGARTEN REVOLVING	778,493	12.36	772,839
FOOD SERVICE	867,544	15.56	791,761
INSTRUMENTAL MUSIC REVOLVING	108,805	1.50	110,597
BHS FINE & PERM ARTS REVOLVING	57,995	(stipends)	58,456
BHS CLUBS & ACTIVITIES	15,628	(stipends)	15,628
ADULT EDUCATION	20,000	(stipends)	19,000
SATURDAY MORNING MUSIC	40,000	(stipends)	44,500
SUMMER SCHOOL	5,000	(stipends)	8,188
SCHOOL BUILDING RENTALS	245,000	0.30	206,999
SUBTOTAL	3,159,602	32.25	2,960,466
OTHER:			
TOWN TRANSFER – SHARED IT SUPPORT*	0	0.48	35,000
LABBB OOD TUITION CREDIT	190,000	-	190,000
SUBTOTAL	190,000	0.48	225,000
TOTAL GRANTS AND REVOLVING	6,355,435	48.86	6,326,402

* 35,000 for Town-shared Information Technology Support was also transferred in FY14, but not listed in budget

CURRENT (FY14) SALARIES AND WAGE SCALES

MANAGEMENT SALARIES FY14 *(performance-based)*

Position	Salary
Interim Superintendent of Schools	\$150,000
Assistant Superintendent for Curriculum & Instruction	\$135,258
Director of Finance & Administration	\$134,930
Director of Human Resources (0.8 FTE)	\$102,835
Director of Special Education & Student Services	\$128,689
Director of Technology	\$125,794
High School Principal	\$134,788
Middle School Principal	\$131,587
Elementary Principals (4)	\$120,776 — \$133,256

UNION SUPERVISORY, TEACHING & OTHER FY14 SCALES

Positions		Base Salary		Bargaining Unit
		Minimum	Maximum	
*Curr. Directors	Curriculum Directors	\$95,481	\$127,957	BEA Unit B
*Asst. Principals	High School & Middle School Asst. Principals	\$91,000	\$102,500	BEA Unit B
<i>*All Unit B salary increases are performance based</i>				
Teachers	<ul style="list-style-type: none"> • Bachelor's Degree Scale (B—B+45) • Master's Degree Scale (M—M+45) • Doctorate Degree Scale 	\$47,124 \$50,595 \$56,481	\$80,190 \$95,960 \$98,530	BEA Unit A
Prof. Aides etc.	Professional Aides & Tutors Classroom Assistants & METCO Aides Campus Monitors	\$17.55 \$14.36 \$17.92	\$25.02 \$17.17 \$20.13	BEA Unit D
Custodians	<ul style="list-style-type: none"> • Head Custodian Class A • Head Custodian Class B • Assistant Custodians 	\$21.92 \$20.72 \$17.44	\$24.36 \$22.99 \$20.34	AFSCME
Maintenance	<ul style="list-style-type: none"> • Class A • Class B 	\$21.73 \$19.59	\$24.05 \$22.20	AFSCME
Cafeteria	Cafeteria Head Cooks Class A Cafeteria Head Cooks Class B Cafeteria Workers	\$15.03 \$12.84 \$12.24	\$16.53 \$14.23 \$13.54	AFSCME
Secretaries	<ul style="list-style-type: none"> • Category I – 52 weeks • Category II – 52 Weeks • Category III – 42-46 weeks 	\$18.27 \$17.10 \$15.94	\$26.04 \$24.78 \$23.43	BEA Unit C

BEA=Belmont Education Association; AFSCME = American Federation of State, County & Municipal Employees

NON-UNION STAFF FY14 SALARIES

Positions	Base Salary	
	Minimum	Maximum
Information Technology	\$32,249	\$102,643
Special Education OT's & PT's	\$55,620	\$77,250
Executive Secretaries & Clerical	\$40,000	\$70,040
Supervisor of Buildings & Grounds		\$75,190
Supervisor of School Food Services		\$71,000
Elementary Science Consultant		\$25,413
Community Service Coordinator		\$67,980
Substitute Teachers	\$80/day	\$105/day
Substitute Professional Aides	\$11/hour	\$11/hour
Lunch Aides	\$11/hour	\$11.50/hour

LONG-RANGE PLANNING MODELING GROUPS

The Belmont School Committee identified eight areas where data and analysis are especially necessary to inform overall long-range financial and programmatic planning. Eight “modeling groups” were chartered and have collected data and identified trends to inform a long-range set of projections to help both school and town address and prioritize needs for the next three to five years:

Group 1: Salary and Compensation

This group explored models for sustainable salary and benefits options, and projected compensation that could fall within predictable local revenue growth.

Group 2: Special Education

This group developed models for displaying trends in special education services and models that might help predict population needs with greater future certainty. Included in the tasks were appraisals of pre-kindergarten populations and likely cost increases in out-of-district tuitions.

Group 3: Enrollment

The task of the group was to develop models for projecting more reliably the district enrollment and space needs. The group built off the work done in 2013 by the special task force on class size and anticipated population growth and consequent needs.

Group 4: Operations and Maintenance

Projecting the capital needs for the school district and reviewing the scheduling for general maintenance is the work of this group. The study is ongoing and will meld with the town-wide facilities audit currently being initiated.

Group 5: Instructional Modeling and Innovation

This group described overall instructional needs resulting both from state and federal mandates, and from strategic priorities of the district. It anticipated needed instructional support to maintain the momentum of innovation but without assuming huge increases in operational revenue.

Group 6: Supplemental Revenue Sources

This group explored the various external revenue sources, including but not limited to discretionary foundation contributions, corporate and commercial sponsorships, and fees-for-service. In the report are recommendations for expansion of community and private revenue sources to support education and related activities.

Group 7: Student Life

This group investigated existing student services that extend beyond the regular classroom – tutoring, counseling, behavioral support, and the like. The aim was to define what the district needs are, and what trends have emerged to support the emotional and social development of the students and their safety. As well, the report recommends priorities and programming for the future.

Group 8: Instructional Technology

This group reviewed existing technology services and anticipated needs for district technological support, including the systems that support special needs administration.

The reports of these modeling groups are being presented to the Town’s Long-Range Financial Task Force, summoned in January 2014 by the Belmont Board of Selectmen. As each modeling group’s report is filed, it is also made available on the School Department website:

<http://www.belmont.k12.ma.us/bps/School-Committee/Public-Documents>

FY2015 Capital Budget Committee Report to Belmont 2014 Annual Town Meeting

Introduction

In the Capital Budget Committee (“CBC” or “this Committee”) Annual Town Meeting Report, the CBC deliberately repeats some of the material from its previous reports. This decision is motivated by two considerations. First, every year brings new Town Meeting Members. The Committee believes that some of them may benefit from the background provided. Second, some of this Committee’s recommendations and observations are a work in progress. Although each year we have more developments to report, this Committee believes that it is worthwhile to keep this material in the minds of Town Meeting Members. The report contains captions to assist readers in finding their way through the report.

The report touches on the following topics:

- Who Is the CBC and What Does It Do?
- What is the Difference Between the Common Understanding of “Capital Asset” and the CBC Responsibility?
- Some General Remarks
- The Community Preservation Act and Its Interaction with the Capital Budget
- The Town’s Streets
- Status of Large, Extraordinary Capital Projects
- Policy Adoptions and Proposed By-law Amendment
- Recommendations for FY2014 Capital Budget
- Other Town Meeting Articles
- Five-Year Projection of Belmont’s Capital Needs

As discussed below, only the last three items are required by the Town’s by-laws to be reported to Town Meeting. The Committee believes, however, that the rest of the material is useful.

Who Is the CBC and What Does It Do?

The Capital Budget Committee is established by Article 13 of the Town by-laws. There are seven members: three are appointed by the Moderator for terms of three years; the other four are the chairman (or a member appointed by the chairman) of the Board of Selectmen, the Warrant Committee, the Planning Board, and the School Committee, all of whom serve at the pleasure of the appointing authority. The members of the Committee who acted on the FY2015 Capital Budget recommendations are:

Anne Lougée (School Committee)
M. Patricia Brusch (Warrant Committee)
John Conte (Moderator appointee, term expires 6/30/15)
Michael Battista (Planning Board)
Andrès Rojas (Board of Selectmen)
Rebecca Vose (Moderator appointee, term expires 6/30/14)
Anne Marie Mahoney (Moderator appointee, term expires 6/30/16)

Mrs. Mahoney serves as the Committee's chairman and Ms. Vose serves as its secretary. Glen Castro, Budget Analyst for the Town, serves as staff liaison to the Committee. David Kale, Town Administrator, attends Committee meetings.

According to Article 13 of the Town's by-laws:

It shall be the duty of the Committee annually to prepare a capital report showing, for each six years hence following a list of those public improvements and non-recurring major equipment needs which, in its opinion, represent the most necessary enhancement projects or purchases to be undertaken by the Town during each such year. The report shall include the probable cost of each such improvement or purchase and the Committee's recommendations as to the method of financing them.

This spring the Committee has devoted its time to review and analyze the FY2015 capital requests from town departments and the schools.

In past years there have been recurring requests that the Committee continues to be reluctant to fund, including repairs to the White field house, Viglirolo rink, and Underwood pool. The Committee has long believed that the Town will be best served by the development of a comprehensive plan for the Concord Avenue athletic complex rather than treating each component part individually. Each facility is in need of major renovation or replacement.

This year, new initiatives have eliminated these requests: The Underwood pool could be replaced by Summer 2015; the Financial Task Force sub-group on Capital Projects is examining all outstanding capital needs in the Town; a combined Facilities Manager was hired and has presented a refined and coordinated set of capital requests. (More detail on these developments is presented below.) To aid in the comprehensive planning of capital projects, the CBC took time after Annual Town Meeting last year to develop criteria for assessing and prioritizing all the Town's potential capital projects, including the Concord Avenue campus and its component parts. These criteria were refined this year and have become part of the working material for the Capital Projects sub-group.

A project to replace the Underwood pool progressed rapidly this past year from feasibility study to schematic design utilizing design funds appropriated under the Community Preservation Act. A Moderator-appointed building committee worked throughout the winter to produce a concept design and cost estimate for a new Underwood pool and bathhouse(s). A debt exclusion on the annual Town election ballot passed and pending Annual Town Meeting approval of \$2.0 million of Community Preservation funds to offset the \$5.2 million estimated cost, the building committee is presently working toward a Summer 2015 deadline.

In the past, each department (whether it reports to the Selectmen or some other elected body) has made its own request to the Capital Budget Committee, and established its own set of internal priorities. It was then left to this Committee to sort out priorities among departments. It was also left to this Committee to notice that departments were making similar requests or that the needs being addressed by one department could be addressed without a capital expense, or with a better capital expense, by another department.

In an effort to address problems such as these, the Committee has recommended that a preliminary or draft capital budget be formulated through the Town Administrator and then presented to the Capital Budget Committee in the same manner as the current operating budget is formulated each year by the Town Administrator and presented to the Board of Selectmen and then to the Warrant Committee. For items recommended by the School Department, the requests were first reviewed by the School Committee, some changes made and then these were forwarded to the Capital Budget Committee. Requests that are funded by the Town's enterprise funds are submitted directly to the Committee for recommendations to Town Meeting. In preparing to recommend an annual Capital Budget, the Committee collects requests from Town departments (including the School Department) for capital expenditures to be made from enterprise funds, from state reimbursements, and from general tax. With respect to items to be paid from general tax, the Board of Selectmen proposes to the Warrant Committee and the Capital Budget Committee an amount to be spent in the Capital Budget. After receiving requests from Town departments and [a] proposed general tax budget allocation[s] from the Board of Selectmen, the Committee, at its meetings, interviews department representatives from those departments that have made requests. This year – as for the last several years – the process began with the individual members of this Committee reviewing copies of the departmental requests and developing individual questions regarding those requests. Those individual questions were then pooled and submitted to the departments in writing.

After interviewing department representatives,¹ the Capital Budget Committee proceeds to assemble a recommended budget for the next fiscal year. The Committee considers each item that has been requested and votes whether that item should be included in its recommended budget. The item is included if it receives a majority vote; unanimity is not required. (Usually, however, most items that are recommended receive a unanimous vote.) The requests for capital funds from various departments are, at the request of the Committee, presented by each department in a priority order. This is particularly helpful when the Committee is confronted with requests that are technical and have implications only for the department making the

¹ In some instances department heads withdraw or adjust specific requests as a result of new information that becomes available after budgets have been submitted and sometimes as a result of the interview process itself. This happened in a few instances for FY2014.

request. When, however, the request is less technical and/or has implications for others outside the department making the request, the Committee often exercises its own sense of priority.

With the hiring of a new facilities manager, all building related requests for the entire town and school buildings, with the exception of the library, were combined. Thus, the Facilities Department requested items for the high school, school buildings envelope, DPW and town-wide security. This year, two items were specifically requested for purchase with one-time funds: a sidewalk snow blower and an additional \$200,000 in sidewalk repairs. After some discussion the CBC agreed to use these funds for the requested purpose.

What Is the Difference Between the Common Understanding of “Capital Asset” and the CBC Responsibility?

The definition of capital expenditure for which the Committee is responsible is *not* the common understanding of a capital asset – it is a narrower concept. The common understanding of a capital asset is some asset that can be used and enjoyed for an extended period of time, often taken as more than one year, or that can be used to produce another product. It is often thought of as anything that is not for immediate consumption. This is *not* the definition with which this Committee works.

Note the key words in the by-law responsibility quoted previously – “public improvements and non-recurring major equipment needs.” An example of the differences between the two concepts that is very relevant to the Town’s budgeting process is police cruisers. In common understanding, an automobile is a capital item but a police cruiser is a “recurring” item. (The average front-line cruiser is driven 25,000-30,000 miles in its first year. Cruisers must be replaced on a regular cycle.) In the view of the Committee, replacement of police cruisers belongs in the regular operating budget. As mentioned below, there are other items that should be considered part of the operating budget that have a tendency to find their way into the capital budget process.

In an effort to draw a “bright line” between what it would consider and not, more than twenty-five years ago a previous Capital Budget Committee established a \$10,000-per-item requirement for requests addressed to it. In 1985, it was the intent of the then Capital Budget Committee to raise that amount to \$12,500 but that did not happen.

The existing criteria for inclusion in the Town’s Capital Budget are very outdated. This spring the Committee will revise the criteria to better reflect the changing nature of “capital” both in expected usable life of a capital item as well as the cost threshold. Also, the CBC will take time to analyze the effect of technology on the operation of Town departments and, therefore, the nature of technological requests that come to the CBC.

Meanwhile, increasing pressure on the Town’s operating budget resulted in the virtual elimination of a line item (“Capital Outlay”) in departmental budgets under which the small or recurring capital items had been purchased. (This line item has now been restored, but for FY2015 the limited funds available do not militate in favor of adequate funding of many requests under this category.) An even more insidious thing began to happen. Maintenance was not pursued. As noted below, the inevitable result of wear, tear, and simple weathering plus maintenance neglect is the seeming transmutation of a current expense item (maintenance) into a seeming capital expenditure (starting all over again). The current dismaying condition of the

Town's streets, some of which have deteriorated so badly that they cannot be repaired but must be rebuilt – literally from the ground up – resulted (unsuccessfully, as noted below) in a targeted, separate funding proposal.

Confronted by increasing pressure from smaller or recurring requests, previous Capital Budget Committees, loathe to see necessary expenditures unmet, tried to accommodate small items and recurring items within previous Capital Budgets – often by turning a blind eye to the practice of aggregating separate items in order to meet the \$10,000 threshold. As noted below, the current Capital Budget Committee is making a vigorous effort to confine the Capital Budget to items that are truly “public improvements and non-recurring major equipment needs.” As also noted below, however, members of the Committee do not feel that small capital items and recurring capital items are inappropriate expenditures for the Town; indeed, members of the Committee feel that the smaller capital expenditures, recurring expenditures, and maintenance of capital assets are very important and should be funded annually under their own explicit headings in each department's operating budget. The members of the Committee feel, however, that the Capital Budget should be available to meet the needs of the Town that are truly “public improvements and non-recurring major equipment.” If at the end of the review process there is a small amount of money remaining in the capital budget allocation, the Committee has recommended funding maintenance or repairs that should have been included in the regular operating budgets of certain departments when those repairs relate to health and safety issues, e.g., the air duct cleaning of the schools in FY2012. As noted, the CBC is in the process of reviewing the criteria for capital requests and hopes that refined guidelines will better the departments.

Some General Remarks

There are some general topics, which the Committee wishes to emphasize to the Town Meeting. They are an envelope study and a coordinated approach.

In 1994, the Town commissioned a study of the roofs of major municipally owned buildings and embarked on a program to ensure that its buildings are weather tight above. (The roof program is further discussed below.) More recently, the School Department completed an envelope study of its buildings with the same objective.² (An envelope study is a study of the material enclosing the interior of a building, exterior walls, windows, doors and roof. These items enclose a building and are referred to as the building envelope.) The approach with respect to the non-School-Department assets of the Town is somewhat different. Although there has been no single study covering all of these assets, there have been individual studies of the principal assets.

These studies form the basis of the extraordinary, large capital projects discussed below or for individual current capital budget requests.

² The total estimate for work identified by the School Department envelope study was \$6.8 million, originally to be phased over five years. Many of the needs identified by the study might be classified for the operating budget rather than for the allocation to this Committee under the criteria discussed earlier in this report. Nevertheless, the figure indicates the magnitude of the task faced by the Town to protect its investment in capital assets. Much of this work has been completed. It is hoped that the entire project will wrap up over the next few fiscal years.

The Committee applauds the Town for taking steps toward a coordinated approach to its capital needs and budgeting for those capital needs. Two years ago the School Committee and the Board of Selectmen entered into an agreement to create a single department that will deal with building and grounds maintenance and needs. The Library Trustees were not signatories to this agreement, however, they have benefitted from input on their capital requests from the new director. In the fall of 2013 the Town hired a director for this consolidated facilities department. In FY2013, in anticipation of the initial work that will be done by this department, the building managers of the Town and the School Department recommended a facility audit of all buildings that have not been renovated in the last twelve (12) years in order to assess their status and to enable this new department head to begin to prioritize projects. This audit is in process at this time. The amount appropriated was \$175,000.

Issues of coordination include acquisition and reuse of replaced equipment. A spirit of cooperation has developed among the departments who now make an effort to offer “hand-me-down” vehicles and equipment to other departments. In the past, this Committee noted examples of this spirit involving vehicles and emergency generators. Issues also arise regarding programs that have application to more than one Town operation. Recent examples include the proposals for building security and a “reverse 911.”

Though the Committee above cites several examples of coordination between and among town departments, there are many capital needs that remain unmet. The point on which all members agree is that more money is needed. Both within the operating budget and in the allocation set aside for this Committee, more should be budgeted to maintain and improve the Town’s capital assets.

Community Preservation Act and Its Interplay with the Capital Budget

As has been reported previously herein, the Capital Budget Committee has long supported additional funding to address the Town’s capital budget needs. One new source of funding for certain types of capital projects is the Community Preservation Act (CPA) adopted by the Town in 2011 after voters accepted the act in November 2010. Fiscal 2014 was the first year of funding of projects under the CPA. Eligible projects must fall into the categories of housing, recreation/open space, and historic preservation. This Committee is pleased to see the range of projects proposed by the CPA Committee for funding. Some, if not most, of these projects would not meet the criteria for funding in the capital budget, not because they lack merit but because the Town has long stopped supporting certain types of projects for lack of money. Further, the projects on which CPA money can be spent for the most part are not considered central to the core functions of town government. On this year’s list of requests, however, is \$2.0 million for the Underwood pool project which, in the view of the CBC, is a good use of these CPA funds because it removes the burden of one outstanding capital project. CPA funds may not lessen the burden on the Town’s capital budget but will support worthy projects that enhance the quality of life in Belmont and preserve valuable public assets that would otherwise suffer neglect.

The Town’s Streets

Although the maintenance (including rebuilding, if needed) of the network of streets in Town is (or should be) a recurring item, the funds for providing the Town with its streets have traditionally been included in the Capital Budget. As this Committee has observed previously,

since much of the work on the Town's streets must be planned and contracted for in advance and actually accomplished in warm weather over more than one fiscal year, the pavement management program of the Town would greatly benefit from a stable and predictable budgeting atmosphere. An adequate pavement management program could easily use the Town's entire Capital Budget, but this Committee believes that some of the funds available to the Capital Budget should be available for the Town's many other capital needs. In an effort to address as many needs as feasible, this Committee regularly recommends about half its annual allocation (an amount based on the 2001 override) plus the targeted state aid ("Chapter 90") to roads, and the remainder to other capital requests. In order to make the available road funds as effective as possible, the Selectmen have instructed the Department of Community Development to expend funds only on the travel surface, omitting almost all curb and sidewalk work. However, this year the CBC has decided to dedicate \$200,000 of one time funds for sidewalk repair. (The Department includes curbs and handicap accessible sidewalks at intersections. The Trapelo Road/Belmont Street corridor will include both sidewalks and curbs because that is a state – and state-funded – project.)

The Committee included extensive discussions of the Town's streets and efforts to maintain them in its 2009 and 2010 reports to the Annual Town Meeting. The reader is referred to those reports for more detailed information.

Status of Large, Extraordinary Capital Projects

Here is a summary of some of the large capital projects the Town is pursuing or faces – projects that cannot be undertaken within this Committee's annual allocations from general tax.

High School

In 2006, Town Meeting approved a Statement of Interest be submitted to the MSBA (Massachusetts School Building Authority), the State authority that funds reimbursement of school building projects. The School Department submitted an updated Statement of Interest to the MSBA in April 2014. In 2004, a study was done of Belmont High School, which showed areas of deficiency (science labs, fire alarm system, HVAC and electrical updates) and recommended a total renovation. Estimates at that time indicated that such a total renovation would cost \$62.3M. This figure was updated in 2007 to be \$70M and is now between \$90M and \$100M.

Given the lack of forward progress on a high school renovation project, the Capital Budget Committee has recommended, and Town Meeting has approved, upgrades to a number of different parts of the overall project. All of these upgrades are compatible with the Master Plan and will result in some decrease in the scope of the major project. All of the roof top HVAC units have been replaced, some through the ESCO project and some through borrowing with repayment over seven years from the capital budget allocation. FY2014 was the final year of this bond. Also burners have been replaced in the high school furnaces, and a program has been undertaken to replace the unit ventilators in the classroom wings. The Building Envelope Project (mentioned previously in this report) provided funding to deal with most of the major repointing needs at the high school. All of this work has been deemed by the Committee to be necessary to keep the high school building functional. The larger renovation project, as well as work on the

entire Concord Avenue corridor (rink and White field house but excluding the Underwood pool), needs to be addressed fairly soon in the view of the Committee.

Memorial Library Building

In 2011, the Board of Library Trustees submitted a request to the Massachusetts Board of Library Commissioners (MBLC) to participate in paying for a new library to be constructed on the north side of Concord Ave, across from the site of the current building. The project was accepted by the MBLC in the summer of 2011 and Belmont was placed on a waiting list. A vote of the School Committee on May 7, 2013 failed to give up School Department playing fields thus the option to move the library to the other side of Concord Ave., as designed, was closed. The Board of Library Trustees had to decline the MBLC grant while it decided what its next step would be.

Police Station

In 2007-2008, a Feasibility Study was done of the Police Station currently located on Concord Avenue across from the Town Hall. It was determined that the current and projected functions of the police station could be accommodated within the footprint of the library building on Concord Ave (next to the Underwood pool). However, with the failure of the debt exclusion for a new library on the north side of Concord Ave. the Police will remove that option when it updates its cost estimates for a new or renovated Police Station.

Department of Public Works Facility

In 2006, a study was done of the needs of the DPW, which includes many departments, among them Cemetery, Water, Parks and Recreation, and Highway. The estimated cost of consolidating and replacing the buildings on site at the Town yard was nearly \$20M (in 2006 dollars). This estimate will be updated as part of the upcoming facilities audit.

Other Projects

There are other, less-well-defined projects that have received some consideration by this or other committees of the Town. They include the White field house and the Viglirolo skating rink. Also on the horizon are some updating needs at schools that have not been renovated in the past 20 years. These include the Daniel Butler School (renovated in 1979-80), and the Winn Brook and Burbank Schools (renovated in 1987-89). A study to explore the needs for these facilities is among the items to be covered in the facilities audit.

Financial Task Force

As noted above, in the late fall, the Board of Selectmen formed a Financial Task Force with broad representation from elected and appointed committees and boards as well as citizens with financial expertise. The purpose of the task force is “to develop a multi-year Financial and Capital Investment Plan; to critically review various programmatic topics for both Town and School Departments; to understand current and future expenditure and revenue issues to support quality municipal and educational services and capital improvements.” The FTF has been meeting monthly since December. Sub-groups have been working independently on issues related to education, revenue opportunities, capital projects, Town government, and financial projections. The Capital Projects sub-group has been focused on forming a plan for monitoring, prioritizing, addressing and funding all outstanding capital projects. This plan will require

updated feasibility studies and cost estimates as well as a look at all department synergy and available Town owned parcels. The plan may stretch over as many as twenty years. (See FTF report to Annual Town Meeting for further details.)

Policy Adoptions and Proposed By-law Amendment

Policies Related to Debt Service and Funding of Multi-Year Projects

At the urging of the Town Treasurer last year the Committee developed and adopted a policy on the amount of the Town's Capital Budget that will be spent on debt service. As the Town uses debt or lease/purchase arrangements to acquire large capital items, such a policy satisfies municipal bond rating agencies (e.g., Moody's) of the fiscal soundness of the Town's assumption of debt obligations.

This policy is as follows:

The Capital Projects Discretionary budget will set aside not more than 33% for debt service/lease purchase payments. The request must be greater than \$100,000 with a useful life of 10 years. The Treasurer will provide annually and update the Capital Budget Committee with an amortization schedule of payments. The Capital Budget Committee will review this policy annually by February 1 and forward to the BOS, Warrant Committee, Town Accountant, and Treasurer an update on the review.

Additionally, the Committee has endorsed a policy with respect to multi-year capital projects that it will not recommend funding the next year of such projects until already committed funds have been expended.

By-Law Change

Last year, the Committee proposed a change to the Town's by-laws to allow this Report to be provided to Town Meeting members at the same time as that of the Warrant Committee. Our Bylaws require that the Capital Budget Committee submit its annual report with the Warrant for Annual Town Meeting. But this requirement no longer reflects the reality of the capital budget process. Invariably the Committee has not voted its recommendations by the time that the Town Clerk sends the Annual Town Meeting Warrant to Town Meeting Members. This is because over time the complexity of the Town's budgets (both operating and capital), as well as the unavailability of information about state aid, has necessitated delaying consideration of financial articles to a June session of Annual Town Meeting. The proposed by-law change requires the Capital Budget Committee Report be provided in advance of the Town Meeting session considering financial articles was approved by the Annual Town Meeting, allowing this report to be sent to you in mid-May.

Recommendations for FY2015 Capital Budget

For FY2015, the Committee initially received requests for more than \$6.8 million dollars in capital expenditures. This does not include requests that will be covered in separate Warrant articles for Chapter 90 funds and those for enterprise funds, which are generated from user fees. That will leave approximately \$5.59M in requests. The total funding for the Capital

budget in FY2015 is \$2.6785M, of which \$1.219M is reserved for Pavement Management as a result of the 2001 override. This year the Committee recommends an additional \$65,000 be set aside for improvements to Belmont Center, in anticipation of a Fall Town Meeting to approve a comprehensive reconstruction project, bringing the total amount for Pavement Management to \$1.284M. That leaves \$1.3945M, of which \$287,500 is one-time revenue as has been mentioned above and is described below, to fund the remaining requests. This one-time revenue it should be noted will not recur nor will it be treated as part of FY15's capital budget allocation, for purposes of calculating the appropriation for FY16.

Following discussions between departments and this Committee, and further investigations, some initial requests were modified or withdrawn altogether. Still, the amount requested for projects that this Committee believes are appropriate and important for the FY2015 capital budget, if funded immediately, exceeds the funds available.

The large amount of the requests and the limited funds available allows the Committee to address only the most pressing requests each year. As reported to past Town Meetings, the Committee believes that the Town's allocation to the Capital Budget each year should be at least \$3.0 million (exclusive of money devoted to roads) and that that amount should increase each year by the same 2½% allowed to other aspects of the Town's general tax budget. Although the 2½% annual growth has been put into practice in some years (and in this year) for the Pavement Management Program, the base figure is nowhere near the \$3.0 million recommendation. Moreover, a study of the five-year chart at the end of this report indicates that, even with an increased allocation, some years will present a challenge. Without increased allocations, further creative financing is inevitable. In addition, the Committee has gone on record as strongly supporting the efforts of the Warrant Committee to establish a system whereby the condition of the Town's large capital assets can be assessed, indexed, and tracked from year to year.

Article 23 in the warrant will contain the Committee's FY2015 recommendations. In addition to the annual Capital allocation, this Committee routinely recommends reallocation of funds previously appropriated for capital projects that are now complete.

PUBLIC SAFETY

Police Equipment: The CBC determined that the requests for upgrade to the records management equipment, replacement and overhaul of the department's emergency generator and replacement of the fingerprinting system were in the best interests of the safety of the Town.

Fire Department Equipment: The request for the replacement of thermal imaging equipment is phase two of a two-year project to replace camera units that allow firefighters to see subtle differences in temperature. The shift commander vehicle is replaced as part of the cycle and phasing of department vehicles and will be traded in to reduce the cost of the new vehicle.

Fire Trucks: The CBC approved the replacement of the 1999 ladder truck and the 1988 pumper truck last year. In a plan formed by the Town Treasurer, these trucks along with a School Department SUV were combined into a short-term bond issue. Orders for the fire vehicles have been placed with expected delivery of both to be between July and September of 2014. Fiscal 2015 will be the first year of the bond payment. A required payment for the third year (of five) equipment lease purchase agreement is included in this year's recommendations.

Ambulance Replacement: This is the second year of the Fire Department's new five-year program to fund a replacement ambulance and monitor by setting aside \$57,000 from Advanced Life Saving (ALS) receipts annually. Five years is the life-expectancy of front-line equipment. The current ambulance would then become the back-up vehicle.

PUBLIC FACILITIES

Town Wide Security: This is for a complete study of the present systems with the goal of integrating systems in all Town and School Buildings.

Higginbottom Pool at High School: The work recommended will install an ultra-violet filtration system and remove ceiling tiles, install a ventilation fan and repaint the ceiling.

System Wide Building Envelope: This funds continued work on school buildings in a multi-year phased project (for more on this program see Some General Remarks, *infra.*)

DPW Buildings: Two buildings in the Town Yard are in need of immediate attention. This funds roof replacement on a storage shed and a new storefront and door on the main building.

High School Unit Ventilators: This is a multi-year project and will upgrade necessary parts for better performance of units (for more background on this project see Status of Large, Extraordinary Projects, *infra.*)

SCHOOL DEPARTMENT

IT Data Storage, Virtual Server & Disaster Recovery System: This is an upgrade with added security features and includes two systems that work together.

LIBRARY

Elevator Repairs: This will upgrade components of the elevator, which is original to the building, and improve its reliability significantly and extend its useful life for 5-10 years.

Ground Floor Door Openers: The installation of push-plate or post-style automatic door openers will make these doors handicap accessible.

DEPARTMENT OF PUBLIC WORKS

Materials Spreader: This is a sander attached to a truck to spread sand and salt.

Central Fueling System Replacement: This replaces a 20 year-old system and will include enhanced features to track fuel use by vehicle and the person refueling.

Resurface Basketball Courts at Town Field: This will patch and reseal the courts at this location.

Grove Street Master Plan: This will fund a master plan study to determine the best design to accommodate park and playing field uses.

Replace Pick-up Truck: This is a 2002 4WD truck (Vehicle #102) that is in daily use by the Parks Division.

Sidewalk Snow Blower: This equipment will increase the DPW's capacity for clearing of Town-owned sidewalks. It will be purchased with one-time revenue (from the renegotiation of the trash contract at the request of the BOS).

Sidewalks: This will pay for sidewalk repair in Town and is funded by one-time revenue (Free Cash at the request of the BOS).

OFFICE OF COMMUNITY DEVELOPMENT

Pavement Management: This continues the yearly infusion of money into the Town's Pavement Management program, which is discussed in greater detail in the narrative of the report. The Director of Community Development will report at Town Meeting on the specific streets to be paved with the FY 2015 funds

FROM THE ENTERPRISE FUNDS

Water Main Replacement Program: This is the continuation of the 30-year project to replace all the unlined cast iron pipe in the town's water distribution system (approximately 40% of the system) to ensure a continued reliable supply of clean water. The project was originally approved by Town Meeting in 1995.

Water Main Bond Repayment: The Water Main Replacement Program (described above) is funded in part by taking advantage of no-interest loans from the MWRA through the Local Pipeline Assistance Program (LPAP). This is an integral part of the capital finance plan for the upgrade of the Town's water system.

Spy Pond Water Quality Testing: Necessary water quality testing and corrective measures in the Spy Pond drainage area. This will be a multi-year project.

Sewer and Drain Repair: This funds the Town's ongoing program to repair infrastructure and alleviate flooding.

The Committee's recommendations for FY2015 are set forth in the motions that correspond to Articles 19 and 23 in the warrant. Water and sewer rates have been set appropriately to finance the expenditures recommended under Article 19. Chapter 90 Highway Funds from the State are covered in Article 22.

Other Town Meeting Articles

Articles upon which the Capital Budget Committee gives its recommendation other than the ordinary capital budget articles were presented to the Annual Town Meeting at its May session. These included the Community Preservation article and the Underwood pool funding. On these articles, the Committee reported orally at that session.

Five-Year Projection of Belmont's Capital Needs

It is the responsibility of the Capital Budget Committee to present to the Town Meeting, in addition to the items to be funded in the upcoming fiscal year, a list of the expected projects for the following five years. (The available data, however, is often not precisely five years: the implications of some entries go beyond five years and, in a few instances, only four years projections are available. FY2015, dealt with above, is sometimes taken as year one.) In the past, it has been the practice of the Capital Budget Committee to compile this 5 year list from requests from department heads and to present it largely unaltered.³ For this year, we will continue with this practice. In particular, we have not deleted items that are to us not within our mandate (see second section, above). The appearance of an item in the chart should not be taken as a decision on our part that an item is properly within this Committee's jurisdiction. We might later screen out some items as more appropriate for the current budget. This chart is a raw document for planning purposes only. The items in the chart have not been "vetted" either by the Town Administrator or the Capital Budget Committee. The chart is attached to this report.

One will note in the chart that there are items requested for buildings that may receive major renovation or replacement in the future. We are uncertain of the timing of any of these projects, and so have included repairs that have been identified in the year that it appears such a need will occur. It is expected that any expenditures of a capital nature will be carefully thought out in terms of the expected future of the facility. However, the buildings do have to function, and be safe and comfortable, for as long as they are being used.

The future of the Roof Replacement Program (mentioned earlier) should be mentioned again. This is a program that was begun about fifteen years ago. The purpose was to set aside an amount of money each year to take care of the neediest roofs. The sum of \$300,000 was decided upon and the Town engaged a consultant to determine the condition of the roofs and create a replacement/major repair program. The original program has been completed, but recent experience at the Police Station has reminded us that it is necessary to take a further look at roofs that were in good condition when the initial study was done and determine the quality of roofs that were deemed in good shape fifteen years ago. The Facilities Audit that is underway will serve this purpose.

This Committee asked that departments submit costs estimated for the year matching the effective date of the request, thus requiring an adjustment for the economy in future years. Some departments tried to comply with this request; others did not. Moreover, unmet capital requests from the past which we have tried to carry forward are shown at the values originally submitted (without adjustment). Finally, most all capital items are subject to a bidding process before they

³ Some changes have been made, however, for editorial consistency. Another change is that the requests for FY2015 that could not be recommended have been added to the appropriate year (usually FY2016). The later change is somewhat arbitrary because many of these requests will in fact be modified before the departments make them (or substitute requests) again. This is because it often seemingly puts two years of a multi-year project into one year and because of "work arounds" that departments may have devised in the meantime. These workarounds may involve grants, gifts, funds diverted from operations, help from other departments, different approaches to the underlying problem, combination with other projects, and so forth. The Committee, however, believes it is best to keep these matters in mind.

are actually purchased. Therefore, these cost values should be treated as only roughly comparable orders of magnitude.

Several town departments make use of the Town antenna. This item is presented under the Police Department because that department has agreed to carry this item lest it be overlooked. The over-all expense is not an item entirely for the Police budget. Moreover, the over-all expense and phasing for this project have not yet been determined. The amount and phasing shown are very preliminary police estimates.

Because the Pavement Management Program must be executed on a seasonal basis, the Committee has not attempted to cast the full planning for roads by the Community Development Department in this fiscal year chart form. The Committee has met in past years with the Director of Community Planning, has reviewed his planning and is satisfied that the Pavement Program will make good use of any funds that this Committee is able to allocate to that Program for the indefinite future. A more extensive discussion of the roads situation is available in the previously cited reports of the Belmont Pavement Management Committee.

This chart contains some expenditures for sewer and water enterprise funds. The Director of Community Development is responsible for some of those projects in his capacity as Town Engineer. (As a general matter, the Director of Community Development is responsible for sewer capital projects and those items are in the Community Development Department budget; the Director of the Public Works Department is responsible for water capital expenditures and those items are in the DPW budget. The Committee has been assured that planning for water and sewer projects is coordinated between the departments.) Some water and sewer projects are funded or to be funded from the proceeds of borrowing previously authorized or which the Town Engineer hopes will be authorized. The debt service for that borrowing will be included in the operating budgets of the enterprise funds.

The Parks Division and the Cemetery Division have been combined but are still carried separately for budgeting purposes.

The request by non-school Town Technology for Phase I of a multi-year project to relocate fiber optic hubs (see 2014), and related requests in subsequent years, anticipates the disposition of the current main library and the former Municipal Light Department headquarters on Concord Avenue. These buildings house the two main hubs for the Town's fiber network, without which the Town's computer, telephone, security and radio systems would not work. Any sale or reconstruction of these buildings will require moving the hubs, a multi-year process that needs to start no fewer than three years before sale or reconstruction.

As the 5 year chart will demonstrate, it is doubtful that the Town can fund all worthy capital requests in coming years from the current, annual allocation to the capital budget. The Committee recommended financing some acquisitions (lease/purchasing of Police and Fire equipment) last year. Among other possible financing approaches the Committee has discussed are so-called BANS (bond anticipation notes), leasing, and debt exclusions. It is very likely that the Committee will make further recommendations in this regard in coming years.

Anne Marie Mahoney, Chairman

Rebecca Vose, Secretary

Michael Battista

M. Patricia Brusch

John Conte

Anne Lougée

Andrès Rojas



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FY15 Final Capital Budget Request

1. Capital Discretionary

a. Department of Public Works

i. Sidewalk Snow Blower	\$87,500
ii. Sidewalk Maintenance	\$200,000
iii. Material Spreader (Equipment)	\$13,000
iv. Central Fueling System Replacement	\$75,300
v. Pick-up Truck Replacement	\$37,380
vi. Resurface Basketball Courts(Town Field)	\$25,000
vii. Grove Street Master Plan	<u>\$30,000</u>
Sub-Total	\$468,180

b. Police Department

i. CAD/Records Management Server	\$40,250
ii. Fuel Tank Replacement & Overhaul Emergency Generator	\$20,000
iii. Replace Livescan Fingerprint System	<u>\$16,000</u>
Sub-Total	\$76,250

c. Library

i. Elevator Repairs	\$75,000
ii. Automatic Door Openers Installer	<u>\$17,000</u>
Sub-Total	\$92,000

d. Fire Department

i. Public Safety Lease Payment (Year 3)	\$120,000
ii. Ambulance Replacement Program (Year 2)	\$50,000
iii. Cardiac Monitor Replacement Prog. (Year 2)	\$ 7,000
iv. Thermal Imaging Cameras Replacement	\$26,000
v. Shift Commander Response Vehicle	<u>\$55,000</u>
Sub-Total	\$258,000

FY15 Final Capital Budget Request

e. School Department

i. IT Data Storage, Virtual Server & Disaster Recovery System	<u>\$135,000</u>
Sub-Total	\$135,000

f. Facilities Department

i. Security Camera System Integration Study	\$50,000
ii. BHS Pool Upgrade – Installation of Ultra-Violet Filtering System	\$40,000
iii. BHS Pool Upgrade- Ceiling Tiles Removal, Painting & Installation of Fan	\$40,000
iv. Systemwide Building Envelope	\$133,070
v. DPW Bldg. 4 Storage Shed Roof Replacement	\$37,000
vi. DPW Main Bldg. – New Storefront & Door	\$15,000
vii. High School Univents Rebuild/Replacement	<u>\$50,000</u>
Sub-Total	\$365,070

GRAND TOTAL	\$1,394,500
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2. Water Enterprise Fund	\$ 329,000
3. Sewer Enterprise Fund	\$ 419,600
4. Pavement Management	\$1,284,000
5. Chapter 90 Fund	\$ 534,046



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FY16-FY20 Capital Budget Request - Capital Discretionary

DEPARTMENT OF PUBLIC WORKS	FY16	FY17	FY18	FY19	FY20	TOTAL
Snowfighter Conversion	\$ -	\$ -	\$ 42,800	\$ 42,800	\$ 42,800	\$ 128,400
Snowfighter Rehabilitation	-	-	-	-	65,000	\$ 65,000
Refurbish Central Fleet Utility Vehicle	-	-	-	-	-	\$ -
Riding Lawn Mower	-	-	-	-	-	\$ -
Replace Synthetic Turf on Harris Field-TOTAL COST \$895,000 --- BUDGET \$75,000 IN FY14 FOR DESIGN	-	-	-	-	-	\$ -
Resurface Town Field Basketball Court	-	-	-	-	-	\$ -
Paint and Repair Fence at Grove St Cemetery	-	-	-	-	-	\$ -
Feasibility Study Skating Rink						\$ -
Major Capital Equipment Replacement Costs						
<i>Highway</i>						
Sidewalk Snow Blower						\$ -
Material Spreader						\$ -
Sidewalk Maintenance	200,000	200,000	200,000	200,000	200,000	\$ 1,000,000
Central Fleet Fueling System						\$ -
Sidewalk Tractor	-	161,280	161,280	-	161,280	\$ 483,840
Brush Chipper	-	30,600	-	-	-	\$ 30,600
Snowfighter Conversion	-	-	-	-	-	\$ -
Pickup Truck	37,300	-	-	-	-	\$ 37,300
Sidewalk Roller	15,000	-	-	-	-	\$ 15,000
Dump Truck	-	67,900	-	-	-	\$ 67,900
<i>Parks</i>						
1 Pickup Truck	-	-	37,380	-	-	\$ 37,380
Replace Fibar for Playgrounds	12,400	12,400	-	-	-	\$ 24,800
Resurface Basketball Courts	25,000	-	-	-	-	\$ 25,000
Resurface Grove Street Tennis Courts						\$ -
Underwood Pool-Replace Electric Motors 2 Pumps						\$ -
Dump Truck	-	-	-	-	67,900	\$ 67,900
Chiller Barrel at Skating Rink	21,000	-	-	-	-	\$ 21,000
Chain Link Fence Replacement Program	29,800	-	-	-	-	\$ 29,800
Zamboni Ice Making Machine	-	90,000	-	-	-	\$ 90,000
Riding Mower	-	73,500	-	-	-	\$ 73,500
Close in Hockey Rink Suspended Ceiling	-	-	60,000	-	-	\$ 60,000
Front End Loader	-	-	-	82,700	-	\$ 82,700
						\$ -
<i>Cemetery</i>						
Dump Truck	-	67,900	-	-	67,900	\$ 135,800
Mower	13,000	-	-	-	-	\$ 13,000
Backhoe	-	-	94,200	-	-	\$ 94,200
Pickup Truck	-	-	-	37,380	-	\$ 37,380
Grove Street Master Plan						\$ -
	\$ 353,500	\$ 703,580	\$ 595,660	\$ 362,880	\$ 604,880	\$ 2,620,500

FY16-FY20 Capital Budget Request - Capital Discretionary

POLICE DEPARTMENT	FY16	FY17	FY18	FY19	FY20	TOTAL
Police Radio Comparator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Two Domain Controller Servers	-	-	-	-	18,000	\$ 18,000
Main and Standby Repeaters	-	-	-	-	-	\$ -
CAD / Records management Server4 & QED	-	-	-	-	-	\$ -
Fuel Tank & Overhaul Emergency Generator	-	-	-	-	-	\$ -
Replace Livescan Fingerprint System	-	-	-	-	-	\$ -
Traffic Speed Trailer	16,000	-	-	-	-	\$ 16,000
Electronic Sign / Information Board Trailer	-	-	-	-	-	\$ -
Incident Command Vehicle	20,000	-	-	-	-	\$ 20,000
Replace BAPERN Radio Control System	42,000	-	-	-	-	\$ 42,000
Replace Radio Equipment (Town Wide Request)	134,000	174,000	-	-	-	\$ 308,000
Replace File Server and Backup Hardware	-	20,000	-	-	-	\$ 20,000
Replace Portable Radios	-	80,000	70,000	-	-	\$ 150,000
Replace Fuel Accounting System	-	-	24,000	-	-	\$ 24,000
Net Clock System	-	-	-	28,000	-	\$ 28,000
Telephone Log Recorder	-	-	-	-	-	\$ -
Fiber Optices-JPSC	-	-	-	-	-	\$ -
Fire Box Receiving System	-	-	-	-	-	\$ -
	\$ 212,000	\$ 274,000	\$ 94,000	\$ 28,000	\$ 18,000	\$ 626,000
TOWN CLERK	FY16	FY17	FY18	FY19	FY20	TOTAL
Electronic Voting System for Town Meeting (Donation)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INFORMATION TECHNOLOGY	FY16	FY17	FY18	FY19	FY20	TOTAL
Network Construction Services	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ 160,000
Electronic File Storage	-	-	-	-	-	\$ -
Additional Data Storage Network	-	-	90,000	-	-	\$ 90,000
	\$ -	\$ -	\$ 90,000	\$ 80,000	\$ 80,000	\$ 250,000

FY16-FY20 Capital Budget Request - Capital Discretionary

	FY16	FY17	FY18	FY19	FY20	TOTAL
LIBRARY						
(Existing Bldg.) Elevator	-	-	-	-	-	-
(Existing Bldg.) Children's reconfiguration	\$ 558,244	\$ -	\$ -	\$ -	\$ -	558,244
(Existing Bldg.) Automatic door openers	-	-	-	-	-	-
(Existing Bldg.) Storm Windows Replacement	53,150	-	-	-	-	53,150
(Existing Bldg.) Radio-Frequency Identification (RFID)	13,180	-	-	-	-	13,180
(Existing Bldg.) Boiler (HVAC System)	1,038,193	-	-	-	-	1,038,193
(Existing Bldg.) New Lighting	-	323,916	-	-	-	323,916
(Existing Bldg.) New Power	-	503,870	-	-	-	503,870
(Existing Bldg.)Interior Painting (Added to General Fund)	-	-	-	-	-	-
(Existing Bldg.)Repair Roof Structure	-	-	127,749	-	-	127,749
(Existing Bldg.)Replace Roof	-	-	153,298	-	-	153,298
(Existing Bldg.)Carpet	189,765	-	-	-	-	189,765
(Existing Bldg.)Fire Suppression System	-	-	-	350,348	-	350,348
Sub Total	1,852,532	827,786	281,047	350,348	-	3,311,713
15% Contractor's Overhead	277,880	124,168	42,157	52,552	-	496,757
10% Contingency	213,041	95,195	32,320	40,290	-	380,847
	2,343,453	1,047,149	355,524	443,190	-	\$ 4,189,317
FIRE DEPARTMENT	FY16	FY17	FY18	FY19	FY20	TOTAL
FY12 Public Safety Lease Payment (Required for FY14)	\$ 120,000	\$ -	\$ -	\$ -	\$ -	120,000
Ambulance Replacement	\$ 50,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	300,000
Cardiac Monitor Replacement	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	35,000
Thermal Imaging Cameras Replacement	-	-	-	-	-	-
Shift Com Response Vehicle	-	-	-	-	-	-
Ladder Truck Replacement	-	-	-	-	-	-
Replace 1988 Engine	-	-	-	-	-	-
Fiber Optic Cable Network Expansion	-	-	-	-	-	-
Fire Ambulance / Monitor replacement program	-	-	-	-	-	-
Staff Vehicle	-	50,000	-	-	-	50,000
Portable Radios	-	98,000	-	-	-	98,000
Replace Squad 1	-	-	50,000	-	-	50,000
Shift Commander's Vehicle	-	-	-	55,000	-	55,000
Replace 2003 Pumper	-	-	-	-	500,000	500,000
	\$ 177,000	\$ 255,000	\$ 107,000	\$ 112,000	\$ 557,000	\$ 1,208,000

FY16-FY20 Capital Budget Request - Capital Discretionary

	FY16	FY17	FY18	FY19	FY20	TOTAL
SCHOOL DEPARTMENT						
IT Data Storage, Virtual Server and Disaster Recovery Sys.	-	-	-	-	-	\$ -
FACILITIES DEPARTMENT						
Upgrade Security Camera Integration Study						\$ -
Town/School Video Storage Upgrade	200,000					\$ 200,000
School Wide Security	100,000	-	-	-	-	\$ 100,000
BHS Pool Upgrade - Installation of UV System						\$ -
BHS Upgrade - Ceiling Tiles Removal, Painting, & Installation of fan						\$ -
BHS Upgrade - Roof Hatch and Catwalk	50,000	-	-	-	-	\$ 50,000
Systemwide Bulding Envelope	250,000	250,000	250,000	250,000	250,000	\$ 1,250,000
DPW Cemetery Building Roof Replacement	35,000					\$ 35,000
DPW Bldg 4 Storage Shed Roof Replacement						\$ -
DPW Main Bldg - New Storefront & Door, Main Side						\$ -
High School Univents Rebuild/Replacement (Multiple Years)	50,000	50,000	50,000	50,000	50,000	\$ 250,000
Systemwide Study for EMS Upgrades	50,000					\$ 50,000
Installation of Natural Gas Co-Generation System	300,000	-	-	-	-	\$ 300,000
Replace HS Interior Corridor Fire Doors	60,000	-	-	-	-	\$ 60,000
Lot Paving, Burbank (including drainage improvements)	600,000	-	-	-	-	\$ 600,000
Systemwide FF&E Replacement	50,000	-	-	-	-	\$ 50,000
Sidewalk and Curbing,Sycamore side of Butler School						\$ -
High School Pool Air Quality Initiative	-	-	-	-	-	\$ -
Gas Conversion	-	-	-	-	-	\$ -
Replace 1996 Blazer	-	-	-	-	-	\$ -
Building Energy Management System	100,000	100,000	100,000	100,000	100,000	\$ 500,000
Refinish Chenery Middle School Gym Floor	60,000					\$ 60,000
Duct Work Cleaning	-	25,000	25,000	25,000	-	\$ 75,000
Higginbottom Pool Resurfacing	-	50,000				\$ 50,000
Chenery Middle School Resurface Auditorium Stage	-	30,000				\$ 30,000
Chenery Middle School Stage Equipment Risk Assessment	-	15,000				\$ 15,000
Replace Boiler at White Field House	-	-	-	-	-	\$ -
Reonvation of White Field House	-	-	-	-	-	\$ -
Ceiling Fans at HS Field House	-	-	-	-	-	\$ -
Replace oil burner on Weil-Mclean boiler at Butler	-	-	-	-	-	\$ -
Butler School Gym Flr.						\$ -
Replace large hot water tank at HS	-	-	-	-	-	\$ -
Network Switching Equipment (phase 3 of 3)	-	-	-	-	-	\$ -
Butler Playground	-	-	-	-	-	\$ -
BHS Major Renovation (60% of \$90 million)	-	54,000,000	-	-	-	\$ 54,000,000
Town Hall Window Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Townwide Telephone Hardware	-	-	-	-	-	\$ -
Facilities Audit	-	-	-	-	-	\$ -
Beech Street Center Roof Shielding						\$ -
	\$ 1,905,000	\$ 54,520,000	\$ 425,000	\$ 425,000	\$ 400,000	\$ 57,675,000
COMMUNITY DEVELOPMENT						
Butler School Curbing-Sidewalks	-	-	-	-	-	\$ -
Parking Metering-Parking Mgt Plan						\$ -
Road Program (all elements)	\$ 1,708,521	\$ 1,814,758	\$ 1,846,776	\$ 1,879,594	\$ 1,913,233	\$ 9,162,882
Trapelo Road Construction	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Community Path Design	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Belmont Center Reconstruction	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
	\$ 4,383,521	\$ 1,814,758	\$ 1,846,776	\$ 1,879,594	\$ 1,913,233	\$ 11,837,882
TOTAL	\$ 9,374,474	\$ 58,614,487	\$ 3,513,960	\$ 3,330,664	\$ 3,573,113	\$ 78,406,699

FY16-FY20 Capital Budget Request - Water and Sewer

DEPARTMENT OF PUBLIC WORKS	FY16	FY17	FY18	FY19	FY20	TOTAL
<u>Sewer Enterprise Charges</u>						
Emergency Service Van	\$ -	\$ -	\$ -	\$ -		\$ -
Pumping Station Emergency Generator						\$ -
Front End Loader						\$ -
Dump Truck Replacement	-	-	124,100	-		\$ 124,100
Pick Up Truck Replacement	-	-	-	-		\$ -
						\$ -
<u>Major Capital Equipment Replacement Costs</u>						\$ -
<u>Highway</u>						\$ -
Pickup Truck	-	37,380	-	30,000		\$ 67,380
Administrative Vehicle	-	38,900	38,900	-		\$ 77,800
Street Sweeper	170,000	-	-	-	170,000	\$ 340,000
Asphalt Hot Box	31,500	-	-	-		\$ 31,500
Steer Loader	-	-	-	-		\$ -
Sewer Rodder	-	33,700	-	-		\$ 33,700
Air Compressor	-	-	-	25,000		\$ 25,000
	\$ 201,500	\$ 109,980	\$ 163,000	\$ 55,000	\$ 170,000	\$ 699,480
COMMUNITY DEVELOPMENT	FY16	FY17	FY18	FY19		TOTAL
<u>EPA 308 Outfalls 1, 2 & 10 (DEP) Follow-up Sampling</u>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	60,000					\$ 60,000
						\$ -
<u>Spv Pond Water Quality (Possible DEP)</u>						\$ -
Dry Weather Sampling	-	-	-	-	-	\$ -
CCTV and Dye Test	-	-	-	-	-	\$ -
Design	30,000	-	-	-	-	\$ 30,000
Construction	-	90,000	90,000	90,000	90,000	\$ 360,000
Follow-up Sampling	-	-	-	30,000	-	\$ 30,000
						\$ -
<u>Sewer and Drain Repairs</u>						\$ -
Sewer and Drain CCTV and Design Report	40,000	40,000	40,000	40,000	40,000	\$ 200,000
Sewer and Drain Design	20,000	20,000	20,000	20,000	20,000	\$ 100,000
Sewer and Drain Relining and Point Repairs	150,000	150,000	150,000	150,000	150,000	\$ 750,000
	\$ 300,000	\$ 300,000	\$ 300,000	\$ 330,000	\$ 300,000	\$ 1,530,000
<u>Loan Repayments (Debt Service)</u>						
Sewer Bond - FY06	\$ 188,575	\$ 182,325	\$ 176,075	\$ 170,919	\$ 165,794	\$ 883,688
DEP CWSRF pt1	447,156	446,669	446,172	445,665	445,148	\$ 2,230,810
DEP CWSRF pt2	97,844	97,739	97,633	97,524	97,413	\$ 488,152
MWRA I/I (2012)	111,881	111,881	111,881			\$ 335,643
CWSRF (2012)	145,000	145,000	145,000	145,000	145,000	\$ 725,000
	\$ 990,456	\$ 983,614	\$ 976,761	\$ 859,108	\$ 853,355	\$ 4,663,294
TOTAL	\$ 1,491,956	\$ 1,393,594	\$ 1,439,761	\$ 1,244,108	\$ 1,323,355	\$ 6,892,774
						\$ 6,892,774

FY16-FY20 Capital Budget Request-Water and Sewer

DEPARTMENT OF PUBLIC WORKS	FY16	FY17	FY18	FY19	FY20	TOTAL
<u>Water Enterprise Charges</u>						
Administrative Vehicle Replacement	\$ -	\$ -	\$ -	\$ 26,000		\$ 26,000
Water Meters	-	-	-	-		\$ -
Water main Replacement	250,000	250,000	-	-		\$ 500,000
Water Main Bond Repayment	718,042	810,960	923,162	923,781	910,617	\$ 4,286,562
Water GIS						\$ -
<u>Major Capital Equipment Replacement Costs</u>						
<i>Water</i>	\$ -	\$ -	\$ -	\$ -		\$ -
Water Meters	-	-	-	-		\$ -
Closed Utility Truck	-	-	-	-		\$ -
Loader Backhoe	-	94,200	-	-		\$ 94,200
Emergency Service Van	-	30,300	-	-		\$ 30,300
Pickup Truck	-	30,000	37,800	30,000		\$ 97,800
Administrative Vehicle	-	-	-	-		\$ -
Dump Truck	-	-	-	124,100		\$ 124,100
	\$ 968,042	\$ 1,215,460	\$ 960,962	\$ 1,103,881	\$ 910,617	\$ 5,158,962

FY16-FY20 Capital Budget Request - Capital Roads

COMMUNITY DEVELOPMENT	FY16	FY17	FY18	FY19	FY20	TOTAL
<u>Capital Pavement Management Fund</u>						
Local Road Pavement Program	\$1,739,193	\$1,770,423	\$ 1,802,434	\$ 1,835,244	\$ 1,868,875	\$ 9,016,169
Trapelo Road Construction	-	-	-	-	-	\$ -
	\$1,739,193	\$1,770,423	\$ 1,802,434	\$ 1,835,244	\$ 1,868,875	\$ 9,016,169
FY13 Chapter 90	\$ 534,046	\$ 534,046	\$ 534,046	\$ 534,046	\$ 534,046	\$ 2,670,230
	534,046	534,046	534,046	534,046	534,046	\$ 2,670,230
Capital Fund-Roads	\$1,316,100	\$1,349,003	\$ 1,382,728	\$ 1,417,296	\$ 1,452,728	\$ 6,917,854
	1,316,100	1,349,003	1,382,728	1,417,296	1,452,728	\$ 6,917,854
	\$1,850,146	\$1,883,049	\$ 1,916,774	\$ 1,951,342	\$ 1,986,774	\$ 9,588,084
						\$ 9,588,084



Warrant Committee Report Town of Belmont FY 2015 Budget

May 2014

2013 – 2014 Warrant Committee Members

Elisabeth Allison

Sami Baghdady (resigned, now Selectman)

M. Patricia Brusch

Adam Dash

Roy J. Epstein (Secretary)

Jennifer Fallon

James Gammill

Elizabeth Grob

Anne Helgen

Michael Libenson (Chair)

Raffi Manjikian

Robert McLaughlin

Gregory Mennis

Robert Sarno (Vice Chair)

Ex officio

Mark Paolillo, Board of Selectmen

Laurie Slap, School Committee

Warrant Committee Report

Town Meeting, June 2, 2014

Authorization: *As prescribed by the Town of Belmont's By-Laws, it is the duty of the Warrant Committee to consider for all town meetings all articles in the Warrant that involve an appropriation of money and to report thereon to Town Meeting. The Warrant Committee is specifically charged with recommending a budget to Town Meeting and such recommendations are contained herein.*

I. Background on budget development: 2013-2014

The past year demonstrated continuing stability in the management of the Municipal and School budgeting processes. Unlike previous years when the economy was suffering from deep recession (generating reductions in non-property tax revenues), we were experiencing leadership transition, or there was imperfect cooperation between Municipal leadership and the School Department, 2013-2014 marked another step in a positive direction. In 2013-2014, Belmont is fortunate to have strong, seasoned, collaborative leadership across all aspects of Town-wide government.

State aid has maintained its upward trajectory, with an increase of \$619,615 in FY2015. It is also important to note that thoughtful decisions in prior years have also played an important role in keeping health care costs manageable, generally with a 0% increase over FY2014. Belmont's control of rising health care costs over the past few years has been an important factor in maintaining level services in most departments.

This year, Belmont employed a budgeting process consistent with years past. Late in 2013, we developed a perspective on Belmont's available revenue, including property taxes, local fees and other revenues, such as motor vehicle excise taxes, and what the state budget would likely be, determining the level of state aid. After subtracting out the fixed costs, such as pensions, Minuteman, and roads override funds, the total operating budget was identified. This allows us to determine a starting point allocation of available revenues for both Municipal and School budget categories. The Board of Selectmen, School Committee, and Warrant Committee all agreed, as we have in the past, to use the FY2014 budget allocations to set the starting point for FY2015 and all departments started their budgeting work using these targets set in December.

Subsequently, this revenue picture has been refined, with more accurate numbers on state aid becoming clear and the Board of Assessors finalizing their forecast of tax revenues from new growth. As of October, we were already able to see a considerable increase in student enrollments (up 139 since a year ago), putting pressure on the School budget. After a collaborative discussion amongst Belmont leadership, an additional \$701,900 of available revenue was added to the School budget. Without this assignment of additional revenue to the School budget, cuts would have certainly been required.

II. Overview of FY2015 budget The net result of these positive developments is a recommended budget for FY2015 of \$95,238,925 (Exhibit 1).

Exhibit 1: Overview of FY2015 Budget vs. FY2014 (Adj.) – \$000’s

	FY2014 (Adj.)	FY2015	% Change
Total Budget	\$ 91,781	\$ 95,239	3.8%
minus fixed costs*	\$ 15,179	\$ 15,668	3.2%
equals operating budget	\$ 76,602	\$ 79,571	3.9%
School	\$ 44,349	\$ 46,156	4.1%
Town	\$ 31,031	\$ 32,020	3.2%
Capital Budget (Discretionary)	\$ 1,222	\$ 1,395	14.1%

*Legally binding obligations, such as: pensions, debt replacement, state charges (e.g., MBTA), capital budget (roads override), Assessor’s abatement reserves, and assessment for Minuteman Vocational Regional School

FY2015 Budget Highlights

- Available revenue has allowed Belmont to maintain level services across municipal budgets and avoid major cuts in services in the School budget
- The School budget is increasing by 4.1% from General Funds (3.5% across all funding sources), with an incremental 16.8 FTEs to cover increased enrollment and special education costs. Belmont Public Schools are 58% of the Operating Budget (Exhibit 2)
- Municipal budgets have increased by an average of 3.2%, retaining level services, and re-establishing the position of School Resource Officer in the Police Department
- Rising compensation and school enrollments are key drivers causing overall costs to continue to rise faster than revenue, putting pressure on the future budgets
- Generally flat health insurance costs have allowed more resources to flow to direct services
- FY2015 is the first year to consolidate Municipal and School facilities management and under a single Director of Facilities (found in Public Services); the budget is not yet fully consolidated
- Pensions and debt service account for 71% of fixed costs (Exhibit 3)

Exhibit 2: Operating Budget by Department

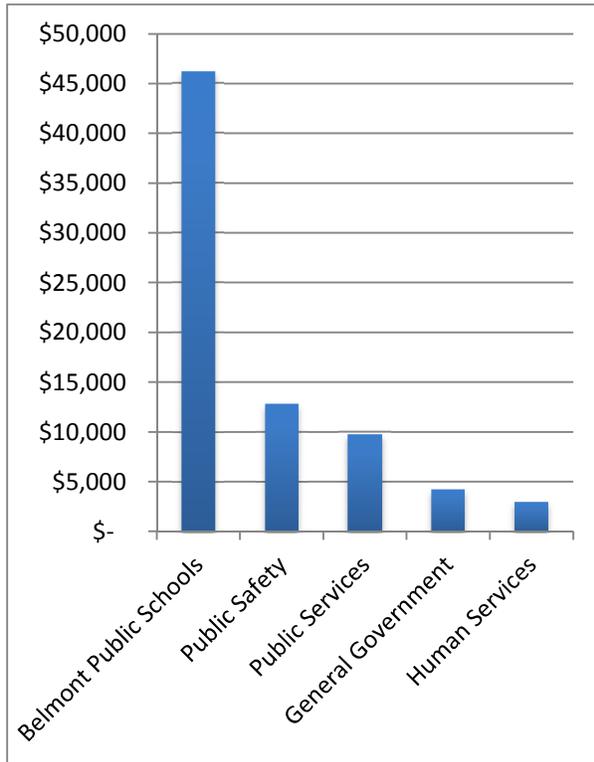
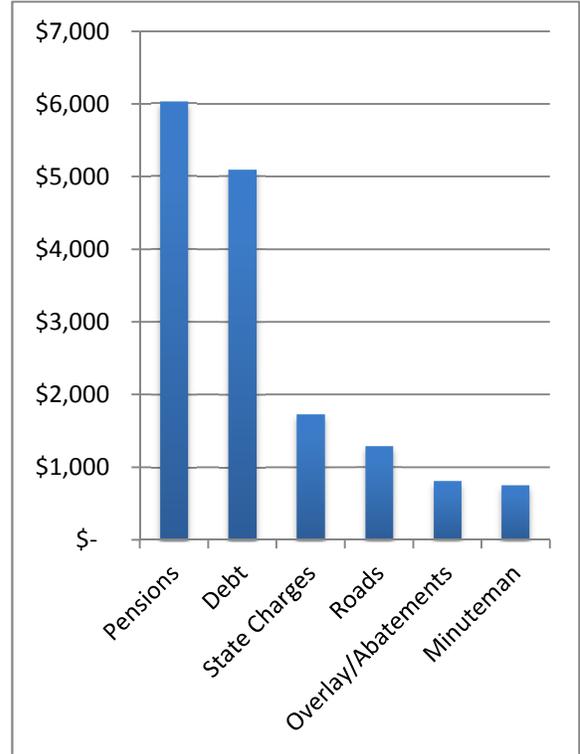


Exhibit 3: Fixed Costs by Expenditure



III. Departmental Highlights: The key analyses and recommendations for specific departments are summarized below. Detail and support is provided in the report that follows.

Education (*Belmont Public Schools and Minuteman*):

1. *Increased Enrollment:* It is clear that the enrollment growth over the past two years (236 new students from FY2012 to FY2014) is having, and will continue to have, a significant impact on the Department’s budget requirements. This growth over the past two years, which has impacted all grade levels, represents a 5.9% increase, nearly equaling the 6.5% increase experienced in the eight years from 2004 to 2012. Also, this increase has had a particularly significant impact on the ELL program, as students who need English language instruction have increased by 71.7% (from 102 to 182 as of October 1, 2013).

2. *Personnel Cost Growth:* Increasing personnel costs continue to be the principal driver of overall budget growth. While the total FY2015 budget (including General Fund, Grants, and Revolving Accounts) is increasing by 3.5%, personnel costs are increasing by 4.5%. Salary costs alone, which constitute 61.3% of the budget, are rising by 4.5%, or 5.3% if one includes contract allowances for additional raises to be granted in FY2015. Moderating this growth, particularly in the context of increasing staffing requirements (21 FTEs added in the last two budgets), is clearly a critical need, which the Department is seeking to address in the contract negotiations currently taking place.

3. *Reduced Utility Costs:* On a more positive note, the Department has been taking steps to reduce utility costs. The FY2015 budget is projecting heating costs to decrease by \$309,000 (16.9%), mostly due to the conversion of the high school's heating system from fuel oil to natural gas. (This conversion was delayed this year, leading to higher-than-expected heating costs but is projected to be completed for FY2015.) According to this year's budget narrative, all school buildings except the White Field House will now be heated by natural gas.

4. *Minuteman:* The Minuteman is at a critical juncture with several key decisions looming, including the passage and implementation of a new District agreement, scoping and decision-making regarding a new school building, and negotiations regarding cost allocations to non-member towns. In addition, the Warrant Committee continues to express its concern about ongoing increases in the operating budget.

Public Services (*Department of Public Works (DPW), Community Development, Facilities*)

1. DPW continues to provide an outstanding level of service in the face of budget constraints. However, lack of funding compels deferring a significant amount of infrastructure maintenance and instead reacting to emergencies as they arise. Approval this spring of a new Underwood Pool replaces a 100-year-old asset but other infrastructure needs remain. The consolidation of Recreation into DPW is an opportunity to revisit the type of programming offered and the fees charged.

2. Community Development includes responsibility for pavement management (repaving), stormwater management, illicit sewer connections, and other major engineering projects. CD also provides building permit and inspection services as well as planning, including support for the Zoning Board of Appeals and the Planning Board. Staffing for the entire Department is only 8.97 FTE, which limits the amount of code enforcement and other essential services.

3. A new Facilities Director is in place, with responsibility for the Town and School Department buildings (not including the Library). Facilities faces many demands in managing the physical condition, energy use, infrastructure requirements (e.g., telecommunications) and general maintenance and upkeep of our intensively used buildings within significant budget constraints.

Public Safety (*Police, Fire, Emergency Management*)

1. Both Police and Fire departments will continue to have to manage staffing levels carefully, including planning for trainees and upcoming retirements in order to minimize strain on overtime budgets. The FY2015 budget re-establishes the School Resource Officer position.

2. Data mining may strengthen department resource allocation and targeted educational / community outreach (internally and externally).

3. Transition of staff in next five years and growth in Town create dialogue for vision – "What are our needs in Public Safety?" and, "What type of department/services would we like to have?"

General Government (*Financial departments: Assessors, Accounting, Treasurer; Administrative departments: Human Resources, Information Technology, Town Administrator, Town Clerk*)

1. The need for another professional in the HR department has been unaddressed for a number of years, despite the increased duties for the department and the lack of a succession plan.
2. The non-union pay plan study results will be received soon and we look forward to reviewing the report.
3. All departments should coordinate their IT related activities to find efficiencies.

Human Services (*Council on Aging, Health, Library*)

1. The Council On Aging (COA) has reached approximately one-third of the senior population in Belmont, based on unique user data.
2. The Health Department is under the review of the Board of Health. Town Meeting did not support having either the BOS or Town Administrator gain supervisory control. It may make sense to relocate those services that are not mission-critical to the Health Department by adding them to the COA (and under the direction of the BOS).
3. Library – the Warrant Committee had anticipated that planning for the future of the Library would be underway, but instead is on hold. Library services are otherwise stable.

IV. Risks and Concerns regarding the FY2015 Budget

The FY2015 budget cycle was comparatively manageable. The state economy appears to be strengthening, which should insulate us against midyear cuts in state aid. We have an experienced team across the board in Town and School leadership.

There are, however, four areas that require ongoing attention:

- The Belmont Public Schools have experienced unusually large enrollment growth in the past few years, with 139 new students this year as of the October census. The School department forecasts an additional 100-115 new students in FY2015, though there is some risk that the number could be higher, putting added pressure on the budget and classroom sizes.
- Belmont's model of self-insurance for healthcare has enabled budgeted cost to remain flat once again in FY2015. If our actual experience with healthcare expenses exceeds our forecast, these additional costs would need to be absorbed. Belmont does employ reinsurance policies to manage extraordinary events.
- Special education costs continue to occupy a larger and larger percent of the Education budget. While the special education student population fell from 2006-2011, the number of students requiring IEPs has risen steadily since then. This cost category, particularly out-of-district placement costs, is difficult to forecast and small changes can have meaningful impact.

- The overall School budget, factoring enrollment growth, compensation increases, rising special education costs, and past increases in healthcare expenses, has outpaced revenue growth for a decade, even with substantial costs having shifted to parents in the form of larger direct fees. This increase in expenditures will not be sustainable without altering either the trajectory of costs, increasing operating revenues, or both.

V. Outlook for FY2016 and Beyond

Other major issues for FY2016 and beyond include:

Revenue growth: Our “organic” annual revenue growth will be in the 2 1/2 – 3 1/2% range. While the Planning Board has several new projects before it, most of these projects would have a modest impact on Belmont fiscal resources once additional costs are netted out. As a “Town of Homes”, Belmont’s revenue growth is likely to be constrained for the foreseeable future.

Compensation: For some time, employee compensation has been on the short list of major Town and School issues, as it represents 69.5% of the operating budget. As long as compensation growth exceeds revenue growth, Belmont will continue to be challenged in our ability to maintain level services. While Town and School employees and managers are our single most valuable resource, finding an appropriate and sustainable way to compensate them compatible with our financial resources is not easy. Collective bargaining negotiations are currently underway and we encourage all parties to strive for a sustainable solution. We believe that opportunities for efficiencies also remain with benefited part time employees, where generous municipal benefits can more than double the effective wage rate.

Infrastructure: Belmont continues to have a long list of infrastructure investments on the horizon, including core elements such as roads, sidewalks, and sewer systems, as well as the expressed need to replace or renovate the high school, library and DPW buildings, Police station, skating rink, and White Field House (in alphabetical order). The Treasurer’s rule of thumb is that each \$1 million borrowed for a capital project raises taxes on the average single family home by \$16.

Pension and Retiree Healthcare (OPEB) Obligations

Employee pensions. The proposed FY2015 budget includes a contribution of \$6,023,545 into the Town’s pension fund, an increase of 6.9% over FY2014, designed to keep Belmont on pace to fully fund our pension liability by 2027 (which is earlier than the state-required deadline of 2040). Approximately 85% of these costs are to address the town’s \$60M unfunded pension liability with the balance to pre-fund new benefits projected to be earned by current employees in FY2015. The unfunded liability is primarily the result of underfunding for the pension system in decades past, as well as the impact of investment losses in 2008 and 2009, offset in part by stronger investment returns in recent years. The contributions to the pension system are based on a funding schedule recommended by the Belmont Retirement System, which is periodically reviewed and updated based on the system’s biennial actuarial valuation.

Post-employment health insurance (OPEB). There has been considerable discussion of the \$196 million liability for retiree benefits on the Town’s balance sheet and its potential impact on the town’s AAA

rating. Following the guidance of our actuarial consultants, Belmont adheres to GASB 45 rules by using pay-as-you-go funding as well as an annual contribution to future liabilities. Specifically, the FY2015 budget includes \$1,243,722 to pay for health care benefits for currently eligible Belmont retirees. The financial articles also include a contribution of \$264,882 into the Town's OPEB Stabilization Fund for the purpose of funding future benefit payments. In addition, the Town has implemented a series of measures to address the future cost of these benefits including: changes to health insurance plan design, required participation in Medicare for eligible retirees, and providing the state allowable minimum 50% contribution for retiree health insurance. Finally, funding now allocated annually to cover pension costs will be available for the OPEB obligation once the unfunded pension liability is resolved in 2027.

Innovation/productivity/structural reform: The need to revisit the structure of town government and the way work is performed to allow productivity growth to offset compensation costs has been studied at length but remains largely undone. The recent Facilities consolidation effort is a step in the right direction.

Financial Task Force (FTF): The Warrant Committee is represented on the Financial Task Force, created by the Board of Selectmen, to develop a multi-year financial and capital investment plan. The work of the FTF is continuing, with a report expected later this year.

VI. Organization of the report

As in the past, the Warrant Committee takes a programmatic approach to analyzing the budget. Under this approach, we identify the programs provided by each department and then analyze the cost and FTE allocations of those programs. For each department, we have provided a description of the core mission and services provided. We then present a spending overview on a programmatic basis. An expense analysis follows, detailing and explaining those expense items that have changed by more than \$5,000 and 5%. There is description of proposed additions to programs and services, whether budgeted or not. Where useful, we have included special analyses on issues confronting a department. Each section concludes with a recap of progress with respect to recommendations made in FY2014, and then our observations and recommendations for FY2015. We continue to refine this format and welcome all feedback on how to make this report more useful to Town Meeting Members. Our email address is WCPublic@belmont-ma.gov.

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HUMAN SERVICES

Council on Aging

Budget Overview

FY 2015 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2015 FTEs
\$374,782	\$19,469	5.48%	5.91

Department Mission / Description of Services

Mission: Provide services to enrich the ability of seniors to live safe, independent, meaningful and healthy lives.

Services: Transportation; social services for seniors and their families; on-site and home-delivered meals through Springwell, a funded non-profit; fitness activities and health education; recreation, education and arts programs for socialization; volunteer service opportunities; and, senior trips. Also manages the Beech Street Center rental program. The number of users of services and programs increased by 8% from the previous year to a total of 1,879.

Budget by Program

Transportation accounts for the largest percentage of FTEs (34.3%) and highest percentage of budget dollars (36.6%). FTEs for volunteers or grant-funded programs are not included.

Program	FTEs	FTE%	Budget \$	Budget %
Transportation	2.03	34.3%	\$125,846	33.6%
Social Services	1.25	21.1%	\$76,744	20.5%
Nutrition	.12	2.0%	\$9,374	2.5%
Health & Wellness	.98	16.6%	\$88,969	23.7%
Socialization	.95	16.0%	\$47,509	12.7%
Volunteer Services	.42	7.1%	\$13,446	3.6%
Senior Trips	.10	1.7%	\$6,494	1.7%
Rentals	.07	1.2%	\$6,399	1.7%
Total	5.92	100%	\$374,782	100%

Expense Analysis

The \$19,469 increase in the budget is driven primarily by approximately \$16,000 health insurance cost for an employee who did not need health insurance the previous year. Transportation is again approximately 1/3rd of the budget. The increase in ridership was approximately 26% from the previous year and in fact the cost per ride was reduced from the previous year. Transportation expenses are supported in part by State and private grants. Although most of the Health and Wellness budget line items are largely self-supporting by revolving funds, the significant increase of these services, particularly in the fitness program, resulted in the increase in this line item budget.

Requested Adds (not included in budget above)

Request	Rationale/Support
An additional \$5,400 to provide social worker coverage during the Summer	The social worker shared with the Health Department does not work in the Summer

Data Collection: COA Data Collection was markedly improved this year.

Beech Street Center Rentals: The Beech Street rentals showed a slight profit. It has become apparent that the rental of the Beech Street Center is not likely to ever become a significant revenue producer.

Transportation: Greatly enhances the independence of elders and has been expanded this past year to include new medical destinations. Transportation cannot be means tested without the loss of a State grant.

Overall Funding: It is difficult to assess the all in total funding administered by the Council on Aging because in addition to the budget, their activities are supported by State and Federal grants, revolving funds, gifts and donations, as well as very significant volunteer services.

Consolidation: There is an obvious synergy between the services rendered and the constituency served between the Board of Health and the COA. Evidence of the synergy is the current sharing of a social worker for 20 hours per week in each department.

Recommendations

Recap of Prior Year Recommendations

Recommendation	Status
Transportation	Some progress has been made in identifying users and although budget is increased the cost per ride has decreased
Consolidation	Other towns consolidate Veterans, COA and Social Worker services under one department and this approach should be considered
Data Collection	The electronic card swipe-in required by users, although not perfect, has significantly increased data collection
Inter-Departmental Cooperation	The coordination of the use of the Belderbus remains about the same and more effort is needed. The availability of the Beech Street Center for meetings and Town events is significant.

FY 2015 Recommendations

Recommendation	Rationale
Continue to track usage by different users	To have the data of the number of different participants in the several services provided so as not to be confused by statistics that would otherwise show significant usage but perhaps only by a limited number of persons
Identify non-Belmont residents as users	To gather data to analyze and show the extent to which Belmont taxpayers' money is benefiting Belmont residents
Concentrate data collection on transportation that represents 1/3 rd of the budget and attempt to identify total number of rides, cost per ride, types of rides (i.e., shopping, medical, etc.) and geographical origin of rides	Transportation represents 1/3 rd of budget. The more data collected, the more analysis is possible for achieving efficiencies. It is understood that the rides program cannot be means-tested but to the extent possible, data should be gathered to ensure that a significant amount of rides are not merely private taxi service

Health Department

Budget Overview

FY 2015 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2015 FTEs
\$499,177	\$10,859	2.2%	4.5*

* Excludes public health RN shared with Lexington through professional service contract.

Department Mission/Description of Services

Mission: Enforcement of state and local regulations, disease prevention, health promotion

Services: Inspection services, including licensing and enforcement, emergency planning, disease prevention, hazardous waste disposal. Also animal control, assistance to veterans, and social services to youths and families.

Budget by Program

The amount allocated to "other" represents the largest percentage of the departmental budget and includes disease prevention (mosquito control), hazardous waste disposal, expenses for the Veterans Officer, professional services, supplies, equipment, and vehicle maintenance. There are no significant changes in the budget allocation among programs.

Belmont contracts with Lexington for a 0.4 FTE Public Health RN. The position is not reflected in the FTEs below but the contract position cost is included in the budget.

Program	FTEs	FTE %	Budget \$	Budget %
Public Safety	1.3	29%	\$106,910	21%
Inspections	1.6	35%	\$132,536	27%
Social Services	0.8	18%	\$50,291	10%
Disease Prevention	0.8	18%	\$66,135	13%
Administration/Other			\$143,305	29%
Total	4.5	100%	\$499,177	100%

Expense Analysis

No line items changed by more than 5% and \$5,000 from the previous fiscal year, however part-time salaries are budgeted to increase by 18% due to the addition of an intern position.

Adds

The Health Department has again requested its half time social worker (shared with COA) be increased to full time. That addition is not reflected in the budget analysis above.

Special Analysis /Observations

Financial/operating information: This department does an excellent job of capturing cost and revenue information and has good activity indicators for its programs.

Digital progress: The department continues to make good progress with IT initiatives in its core functions of inspection and public health. An example of this is the expansion of the digital PC/tablet web-based food inspection program to include complaint investigations that will increase efficiency in the field.

Fee Structure: The Health Department reviews and adjusts permit and inspection annually and has increased the current fee structure for several categories of fees for food establishments and other services.

Provision of social services: The department has two part time social service providers. The Youth and Family Services Coordinator position, currently shared with the Council on Aging, is held by a highly credentialed social worker on a ten-month basis. (The COA Director covers during the summer months.) This professional provides a mix of referral services and non-means-tested counseling to teens and families.

Veterans Benefits: While the state currently reimburses towns 75% of the expense of veterans’ benefits, this reimbursement may be delayed by one year and is potentially subject to change. There is no reimbursement for social services. In February the Town of Belmont has hired a part time Veteran’s Service Officer (15 hours per week) to administer veteran’s programs

Animal control: The reporting structure differs from some surrounding communities, where the Animal Control Officer is a Police Department employee working in a 24/7 department.

Recommendations

The Health Department has regionalized and consolidated services in the past and continues to work on these measures.

Recap of Prior Year Recommendations

Recommendation	Status
Regionalization	Sharing public health nurse sharing with Lexington has continued and is working well*
Consolidation of all social services in single unit under Town management	No progress
Explore shifting of Animal Control responsibilities to Police Department	No progress

*Other regionalized activities include mosquito control, hazardous waste collection, emergency preparedness and under-age tobacco sales

FY 2015 Recommendations

Recommendation	Rationale
Explore combining all social services (COA, current teen/family effort at Health, Veterans Services) in single unit under Town management	Current social service FTE could allow year-round services to be provided if management were centralized. Consolidated unit would facilitate coordination across Town departments and with School Department
Explore shifting of Animal Control responsibilities to Police Department	May provide more consistent 24/7 response and improve dispatch/management of officer time

Library

Budget Overview

FY 2015 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2015 FTEs
\$2,085,071	\$59,881	2.96%	23.58

Department Mission/Description of Services

Mission: Serve as a resource for equal and open access to information, ideas and technology to enrich the lives of all; provide services that address the diverse needs and interests of the citizens of Belmont; and, promote and support a strong sense of community.

Services: Curate resource collections; facilitate circulation of resources; provide reference and research support; sponsor programs; maintain public community spaces and meeting rooms; support life-long learning, including technology training; and, participate in larger networks such as the Minuteman Library Network.

Budget by Program

The Library provides services in five primary program areas: Circulation Services; Adult/Reference Services; Young Adult Services; Children’s Services; and, Technical/Processing Services. The budget calls for an increase below the Town average. There are no significant changes in the allocation across program areas. The FY 2015 allocations are:

FY 15 Budget	Other			Total Budget	
	Salaries	Benefits	Expenses	\$	%
Program					
Circulation Services	\$ 229,585	\$ 33,074	\$ 165,819	\$ 428,478	21%
Adult Services	\$ 396,328	\$ 80,438	\$ 166,614	\$ 643,380	31%
Young Adult Services	\$ 55,107	\$ 847	\$ 26,489	\$ 82,443	4%
Children's Services	\$ 179,943	\$ 20,398	\$ 87,677	\$ 288,018	14%
Technical Processing	\$ 158,982	\$ 53,164	\$ 89,267	\$ 301,413	14%
Administration	\$ 224,964	\$ 27,638	\$ 88,737	\$ 341,339	16%
Total	\$ 1,244,909	\$ 215,559	\$ 624,603	\$ 2,085,071	100%

Expense Analysis

One line item other than health insurance increased by more than 5% and more than \$5,000:

Line Item	FY2015	Prior Year	% Increase	Explanation
Repair and Maintenance of Library Building	\$134,234	\$126,180	6.4%	Painting interiors; Move/add data lines; New electrical wiring for public computer stations

There were no line items that decreased by more than 5% and more than \$5,000:

Requested Adds (not included in budget above)

- \$6,072 to add one evening in the Children’s Departments for 44 weeks from September to June
- \$10,000 for Electronic Resources including Databases, eBooks, and eReaders
- \$10,000 for Print and Audiovisual Materials to help meet state requirement that 15% of budget allocation be for Library materials and for purchasing multiple copies of high demand items

Recommendations

Recap of Prior Year Recommendations

Recommendation	Status
Finalize a Memo of Agreement with the Town for facility coordination	This is still under discussion as the Library and consolidated Facilities department discuss budget process and governance issues
Allow a more structured role for the Town Administrator to facilitate inter-department collaboration	Representatives from the Library opposed this recommendation at town meeting in 2013

FY 2015 Recommendations

Recommendation	Rationale
Finalize a Memo of Agreement with the Town for facility coordination	The Warrant Committee continues to support opportunities to generate efficiencies across Town functions through consolidation
Ongoing attention to the use of benefitted part-time positions	The Warrant Committee encourages town departments to recognize the total cost of employment, including benefits, and to consider benefit costs when making staffing decisions, particularly given the availability of subsidized, high quality health care under the Affordable Care Act and through the state's Health Connector
Develop additional management information and long-term plans for Digital Expansion	While Digital Expansion is likely to be an important element of the Library's evolution, management information to evaluate the use of services can be difficult to come by. The Warrant Committee encourages the Library to continue working to develop useful information to evaluate and rationalize additional spending for Digital Expansion. Identifying specific items for longer term investment in this area, informed by local and national trends around library technology, will further help to prioritize spending.

GENERAL GOVERNMENT

Administrative Departments

Budget Overview

FY 2015 \$	Change from Prior Year	% Change from Prior Year	FY 2015 FTEs
\$2,402,787	\$18,752	0.7	17.42

Department Mission/Description of Services

General Government Administrative Departments are responsible for the administrative, legal and management functions of the town.

Town Clerk: *Mission:* To support town governance by gathering, recording and communicating vital information in a timely and accurate manner.

Services: (a) Elections and Registration: conduct elections, maintain the town census and voting lists, promote voter registration and participation. (b) Town Clerk maintains the town's vital records from 1859 to present; licenses; maintains information about Town Meeting, boards and committees in compliance with Open Meeting Laws; ensures compliance with ethics and campaign reporting requirements. (c) Legislative: provides support for Town Meetings.

Information Technology: *Mission:* Provide the technology infrastructure for the town government.

Services: (a) Maintain core network infrastructure (including backup and security); (b) provide essential enterprise software systems; (c) provide coordinated support for GIS data and software; (d) provide and maintain desktop and field hardware and software equipment, applications and support; (e) provide user training.

Human Resources: *Mission:* Provide a range of personnel services to the Town.

Services: Administer benefits for current employees, retirees, and survivors; handle employee and labor relations matters; implement pay and position classification revisions; ensure compliance with Federal and State employment regulations; assist other departments in recruiting staff; and provide information and assistance on HR-related matters to Town departments, external agencies, and the general public.

Town Administrator: *Mission:* Under the policy direction of the Board of Selectmen, the Town Administrator shall: (i) serve as the town's chief administrative officer; (ii) act as the agent for the Board; (iii) be responsible to the BOS for the proper operation of town affairs for which said administrator is given responsibility; (iv) supervise, direct and be responsible for the efficient administration of all departments and employees under the jurisdiction of the BOS; and (v) perform all functions for which the administrator is given responsibility, authority or control by this act, by-law or by vote of the BOS.

Services: Oversees and coordinates activities of Town departments; initiates and organizes planning and budgeting; senior point of contact for residents regarding town services and issues.

Budget by Program

Town Clerk: Most of the cost is distributed between two areas – elections and registration and town clerk responsibilities.

Information Technology: The distribution of expenses is fairly even, with the exception being in technical training. Most of the costs fall in the “other” category, which included hardware refresh, software licensing and maintenance for each function.

Human Resources: The largest amount of time and money is spent on Benefits Administration services, which include health, dental and life insurance enrollments, deductions, bill processing, COBRA notices and assistance to all Town and School employees and retirees.

Town Administrator: The largest amount of time is spent in General Management services, which includes but is not limited to, meeting with department heads, overseeing and procuring insurance, and handling community relations.

Program	FTEs	FTE %	Budget \$	Budget %
Town Clerk	4.5	26%	\$395,218	16%
Information Technology	5	29%	\$887,432	37%
Human Resources	2.92	16%	\$280,311	12%
Town Administrator	5	29%	\$839,826	35%
Total	17.42	100%	\$2,402,787	100.0%

Expense Analysis

Items that have changed by more than 5% and more than \$5,000:

Line Item	FY2015	Prior Year	% Change	Explanation
TA Legal Services	\$264,250	\$235,000	12.45%	Increase in cost of services
TA Wages	\$436,854	\$414,641	5.36%	New personnel getting step equivalent increases
TA Health insurance	\$44,590	\$38,580	15.58%	One employee’s plan coverage changed
Town Clerk Elections	\$202,125	\$237,843	(15%)	Fewer elections expected
Board of Selectmen Innovation/Merit Pool	\$0	\$20,000	(100%)	Relocated to the salary reserve

Additions (Not Presently Funded)

Request	Rationale/support
HR-Add a full-time professional position (\$60,000)	Assist with research, projects and non-clerical duties and cover expanded role and new requirements

Special Analysis/Observations

Town Clerk: There are projected to be fewer elections in FY15 than last year, leading to a decline in the budget request for elections.

Town Administrator: This department is undertaking new tasks, such as work on the Underwood Pool replacement proposal, the Financial Task Force, the Green Communities Initiative, the Harris Field renovation, implementing the Demolition Delay and Snow Removal Bylaws, and the new Minuteman and cable television contracts. In addition, oversight of the newly combined Facilities Department has been expanded. The new liquor licenses, being 1 full retail, 2 beer and wine retail and 8 beer and wine restaurant licenses, are being promoted, with 4 applications being received. The updated website should be rolled out in spring 2014.

HR: The non-union pay plan study results are to be released soon. The request for another full time professional position is becoming more critical. In FY15, more time and resources will be shifted to labor relations, as all 7 bargaining units will be in negotiations.

Recommendations:

HR: Recommend continued exploration of the addition of new professional staff and succession planning.

IT Licenses: Recommend other departments examine and coordinate their IT-related activities for efficiencies and consolidation within the Town’s IT department.

Town Administrator: Automated Agendas: A small cost which could save a lot of administrative staff time in scheduling BOS and committee meetings.

Recap of Prior Year Recommendations

Recommendation	Status
Work with school department to streamline services wherever possible	Limited progress
Consolidation with School HR	Reviewed and no benefits or efficiencies found
Review pay classifications	Results forthcoming

Regionalization	Being explored
Further use of technology	Upgrades to desktop operating systems completed. Migrating more software and hardware to the cloud. More use of GIS data being made
Re-work the VFW payment/lease	May be looked at by the Financial Task Force
Re-bid services	Legal services rates increased after two years of no increases
Market Town Hall for rentals	More promotion has led to more rentals
Better coordination between these small departments	Increased communication and coordination ongoing

FY 2015 Recommendations

Recommendation	Rationale
More training regarding IT resources	Increased efficiency if more people are training to use the technology in all departments
Town Clerk look to new website engine	Streamline and further automate open meeting law process

Financial Departments

Budget Overview

FY 2015 \$	Change from Prior Year	% Change from Prior Year	FY 2015 FTEs
\$1,385,787	\$35,782	2.7%	14.58

Department Mission/Description of Services

General Government Financial Departments are responsible for the assessing, billing, and collection of town revenues in addition to managing the town's accounting function.

Accounting: *Mission and Services:* Accounting – prepare Town financial statements, maintain general ledger, prepare required filings to MA Department of Revenue, and assist with recapitulation for tax rate certification. Auditing – work with external auditors, review internal procedures and perform fraud risk assessments, assist with Town compliance with Personal Information Protection Program
Contracts/Accounts Payable – act as Chief Procurement Officer, maintain custody of all contracts, prepare and approve all warrants for payments in accordance with Massachusetts General Laws.
Budgets – provide financial information to all town departments, assist in preparation of department budgets and monitoring revenues and expenditures.

Treasurer: Mission: To manage all cash collections, borrowings, investing and disbursements for the Town.

Services: The Treasurer’s Department manages all cash collections, borrowings, investing and disbursements, insuring the safety of all funds and adequate liquidity to pay obligations as due. In addition, the Treasurer is responsible for other financial functions including the administration of payrolls, deferred compensation plans, management of real estate and other tax collections, preparation of quarterly reports for the IRS, liaison with debt rating agencies, and serving as the Parking Clerk.

Assessors: Mission: To list and value all real and personal property for purposes of taxation by the Town.

Services: The Assessor’s office is responsible for listing and valuing all real estate and personal property in Belmont. It is also charged with the administration of tax exemptions, excise and real estate and personal property abatements as well as inspections and changes in value due to structural additions and modifications. It operates under the oversight and direction of an elected Board of Assessors.

Budget by Program

Program	FTEs	FTE %	Budget \$	Budget %
Accounting	3.53	24%	\$379,016	27%
Treasurer	7.25	50%	\$631,783	46%
Assessors	3.8	26%	\$374,988	27%
Total	14.58	100%	1,385,787	100%

Expense Analysis*

Items that have changed by more than 5% and more than \$5,000:

Line Item	FY2015	Prior Year	% change	Explanation
Accountant PT salaries	\$67,716	\$40,887	65.62%	New hire to replace intern
Accountant Health Insurance	\$44,590	\$38,580	15.58%	Same

Requested Adds

Request	Rationale/support
None	NA

Special Analysis /Observations

Accounting: This department has decided to make a new hire instead of relying on an intern. The intern was paid and the hourly wage for the permanent position is about the same. The rationale is to have the ability to meet contingencies, maintain continuity in the essential departmental duties, and to

deal with the increase in review, reporting and analysis of projects under the CPA. Replacement of interns with employees should be cautioned due to the potential added increase in benefits.

Treasurer: This department has been effective in reducing the amount of tax receivables, which benefits the Town.

Assessors: This department’s budget has decreased 2.74% or \$10,583.

Recommendations

Recap of Prior Year Recommendations

Recommendation	Status
Town parking lot spaces priced below market	Continued progress
Savings through technology	Continued progress
Timely information distribution	Continued progress
Use of technology	Continued progress
All billings and collections for water, sewer and light should be centralized in the Treasurer’s Department	No progress
Expand Payment in Lieu of Taxes program (PILOT)	No progress, but being reviewed by the Financial Task Force
Encourage more use of paperless billing	Continued progress
Use part-time non-benefited workers whenever possible	No progress

FY 2015 Recommendations

Recommendation	Rationale
Continue with the prior recommendations	See above

PUBLIC SAFETY

Police Department

Budget Overview

FY 2015\$	\$ Change from Prior Year	% Change from Prior Year	FY 2015 Headcount
\$7,010,263	(\$31,898)	-0.40%	118

Department Mission/Description of Services

Mission: The Police Department's primary responsibility is to protect and serve the Town residents.

Services: There are five primary services: 1) Police Patrol Services; 2) Traffic Management; 3) Detectives and Investigations; 4) Community Services; and 5) Public Safety Communications.

Budget by Program

The budget calls for a spending reduction of .40%, with changes in the allocation of personnel and benefits among programs, in addition to the hiring of new staff at the start of the pay scales. The Board of Selectman approved funding for an SRO as a .75 FTE, within the Community Services Program area. Patrol Services accounts for the highest percentage of FTEs (40%) and the highest share of budget dollars (59.4%).

Program	FTEs	FTE %	Budget \$	Budget %
Patrol Services	36	39.7%	\$4,163,242	59.4%
Traffic Management	26	28.7%	\$498,206	7.1%
Detectives & Investigations	5	5.5%	\$529,280	7.6%
Community Services	3.75	4.1%	\$330,470	4.7%
Public Safety Comm.	15	16.5%	\$954,437	13.6%
Administration	3	3.3%	\$447,908	6.4%
Records	2	2.2%	\$86,720	1.2%
Total	90.75	100.0%	\$7,010,263	100.0%

The chart below points out the Incidents by Sector as tracked by the Police Department:

Total Incident By Sector 2013		
Sector	Total Incidents	Percentage
383	4,911	27%
386	8,288	45%
387	4,596	25%
999	656	4%
Total	18,451	100%

Expense Analysis

In the Police Department budget, there are 12 line items that change by more than 5% and more than \$5,000 from the previous fiscal year. We highlight six below as the remainder were largely driven by settlement with bargaining units and accounting changes, with a number of wage and healthcare line items reallocated to more accurately reflect personnel assignments.

<i>Line Item</i>	<i>FY2015</i>	<i>Prior Year</i>	<i>% Change</i>	<i>Explanation</i>
Patrol: Overtime	\$300,000	\$262,000	14.5%	Cover shift shortages
Patrol: Benefits	\$395,300	\$374,750	5.5%	Align benefits to staff
Traffic: Salaries	\$214,010	\$282,510	-24.2%	Beginning pay scale
Patrol Medical Bills	\$30,000	\$15,000	100%	Increase injury claims
Detectives: Overtime	\$30,000	\$20,188	48.6%	Case follow-up
Community Service Salary	\$277,463	\$219,534	26.4%	Addl .75 FTE SRO

Requested Adds with Additional Funding if Available (included in budget above)

<i>Request</i>	<i>Rationale/support</i>
Add one officer as School Resource Officer (SRO); time-to-hire results in increase of .75 FTE for FY2015	The Board of Selectmen plan to restore a position that previously existed, with the goal of increasing school safety.

Requested Adds with Additional Funding if Available (not included in budget above)

<i>Request</i>	<i>Rationale/support</i>
Detailed data mining	See recommendation section below

Special Analysis/Observations

Cost Allocation: The Town Administrator and Police Department leadership team have completed staff/benefit re-allocation to report out staffing. In addition to 47 sworn officers, the Police Department relies on a cadre of 27 volunteer and per diem staff for total headcount of 117 (not including the SRO position).

Staffing/Service Model: The Department has been short-staffed during FY2014, due to retirement and voluntary separation creating the need to seek three candidates from the Police Academy for FY2015. The K-9 program has been deployed in the field as an additional resource in the Department and the additional benefit of community awareness and engagement.

Regionalization: The Police Department continues to be actively involved with regionalization of Public Safety Communication/911 services and participates actively with NEMLAC, RRT, SWAT, ICS, STARS, to name a few.

Sick / Disability Management: The Warrant Committee continues to support efforts by the Police Chief (and Fire Chief) to take tighter control over sick / disability costs by employing Meditrol, a benefits consulting firm, to drive cost savings and management of incidents.

Department Metrics Data Analytics: The department tracks data as required by federal, state and local regulations. Using data as business tool may provide insight to better deploy resources and create targeted educational/community outreach opportunities.

Recommendations

Recap of Prior Year Recommendations

<i>Recommendation</i>	<i>Status</i>
Data Analytics by Patrol Region	Limited action taken this year. Preliminarily data was reviewed; further opportunity exists for data analytics/mining to provide insight
Cost allocation	The Town Administrator and the Chief of Police reallocated the number of uniformed officers to various departments to better reflect reality and adjusted healthcare expenses accordingly. This activity has met its objective.

FY 2015 Recommendations

<i>Recommendation</i>	<i>Rationale</i>
The decision regarding increasing one uniformed officer as School Resource Officer (SRO) will likely add approximately \$75-90K of implied annual cost obligation (fully-loaded) with the goal of improving safety. Assessment of the cost of the incremental FTE should factor in the full lifetime cost implications (health, pension, etc.).	The Board of Selectmen has viewed the SRO as a priority and has funding the return of this position to the line of duty, assigned to the School system. This position has been on the margin for the past three budget years.
Consider increasing trainees based on analysis of historical turnover/vacancies	Reducing ongoing vacancies will reduce overtime expenditures and support administrative transition.

Assess software/tech resource needs as a comprehensive department-wide exercise	Data analytics would give Department leadership a business platform more than simply mandated tracking tools; would allow more targeted resource allocation. Strengthen the case leadership team needs to manage personnel/labor issues and other metrics within the department.
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Fire Department

Budget Overview

FY 2015	\$ Change from Prior Year	% Change from Prior Year	FY 2015 FTEs
\$5,791,213	\$75,694	1.32%	55.49

Department Mission/Description of Services

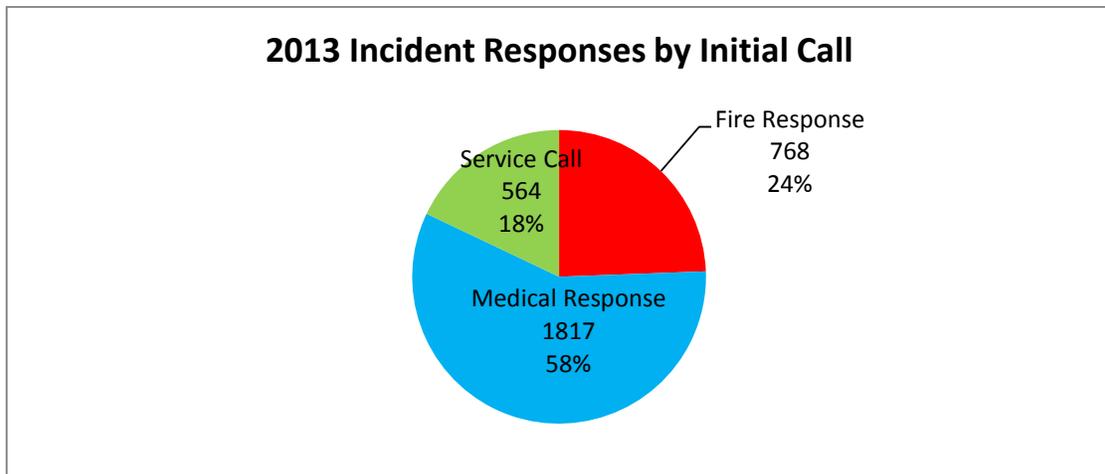
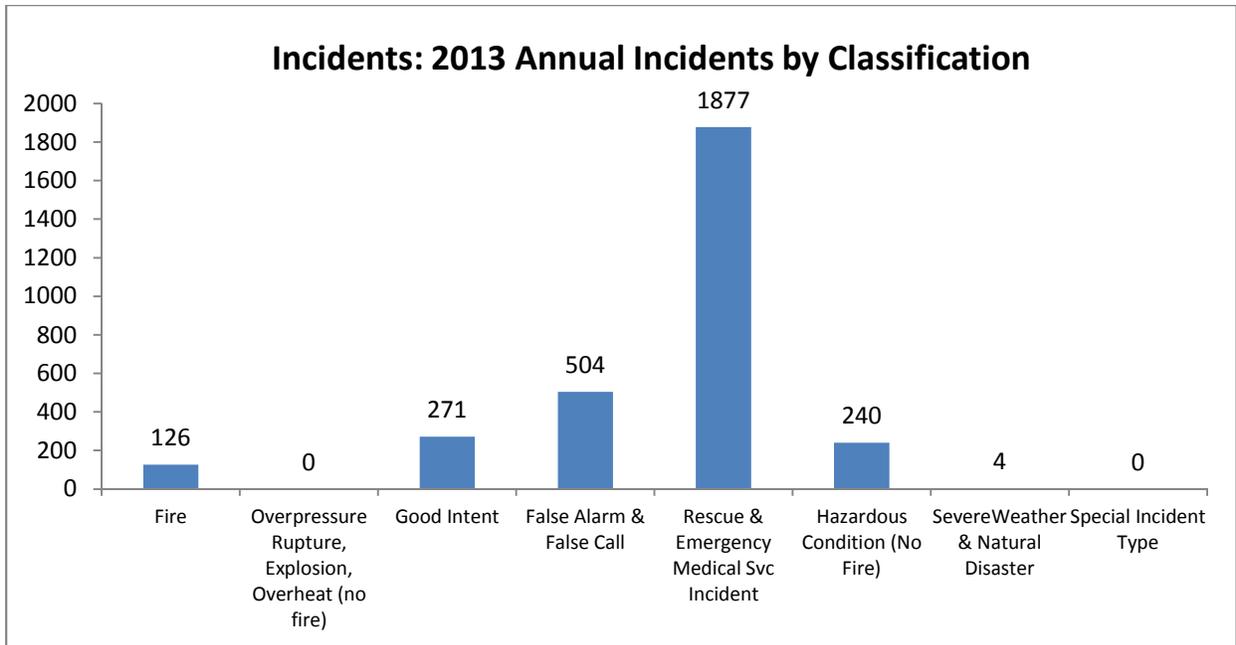
Mission: The Fire Department’s primary responsibility is providing emergency response to Town residents.

Services: There are four primary services: 1) suppressing the spreading of fires, including responding to calls where a fire is likely; 2) fire prevention; 3) providing rescue services to the Town; and, 4) service calls.

Budget by Program

The budget as submitted shows a modest increase of 1.3%, below the town average. FTEs have been allocated across programs using 2013 activity statistics from the annual incident report. Each activity is assumed to have a value of “1” meaning all activities are equal (smoke detector inspection is equal to a fire). Rescue Services accounts for the largest % of both FTEs (41.5%) and budget dollars (41.5%); this program includes the ALS program. Rescue Services has generated over \$627,996 in revenues for the first nine months of FY 2014, which includes six months of operation at the ALS level.

Program	FTEs	FTE %	Budget \$	Budget %
Fire Suppression	9.73	17.5%	\$1,015,909	17.5%
Fire Prevention	15.58	28.1%	\$1,625,720	28.1%
Rescue Services	23.03	41.5%	\$2,403,525	41.5%
Service Calls	7.15	12.9%	\$746,059	12.9%
Total	55.49	100.0%	\$5,791,213	100.0%



Expense Analysis

Excluding items that were reallocated for a net zero impact on the budget, line items that have changed by more than 5% and more than \$5,000 from the previous fiscal year include:

<i>Line Item</i>	<i>FY2015</i>	<i>Prior Year</i>	<i>% Change</i>	<i>Explanation</i>
Overtime	\$525,925	\$485,925	8.2%	More accurate reflection of costs
Medicare	\$59,608	\$53,755	10.9%	Direct calculation on salaries to be paid
Longevity	\$6,446	\$12,140	(46.9%)	Members eligible under collective bargaining agreement
Education Incentive	\$29,588	\$23,300	27.0%	More employees in

Capital Outlay	\$40,000	\$15,000	166.7%	school Mandatory 10 year replacement of gear
Software Supplies	0	\$7,500	n/a	
ALS Specialty Stipend	\$46,500	\$33,750	37.8%	12 mos. vs. 9 mos. of operation
ALS Start-Up Supplies	0	\$20,000	n/a	Start-up phase ended
Equipment Replacement	\$18,000	\$74,000	(75.7%)	ALS start-up equipmt. phase ended

Requested Adds (not included in budget above)

The decision regarding increased staffing will likely add approximately \$75-90K of implied annual cost (fully loaded) per FTE with the goal of improving safety and operational effectiveness. Assessment of the cost of the incremental FTE requests should factor in the full lifetime cost implications (health, pension, etc.) and the impact of near term departmental turnover (30% over the next 5 years) should be examined before positions can be fully funded.

Special Analysis /Observations

Administration: Over the next five years, approximately one third of the Department's administration will be eligible for retirement. We encourage the Department to assess whether this creates opportunities to reorganize or outsource non-core duties for greater efficiency while ensuring that Departmental priorities are not compromised.

Vacancies: Overtime costs are in part driven by vacancies that arise in the Department, and the time requirements to train new hires. Anticipation of vacancies, based on historical data, and a corresponding increase in trainees should result in a reduction in overtime charged and assist in upcoming departmental transition.

Advanced Life Support: The ALS service instituted by the Department in September 2013 has resulted in improved service to residents while covering costs, and is expected to meet the revenue projection of \$804,750 in EMS revenue.

Recommendations

Recap of Prior Year Recommendations

<i>Recommendation</i>	<i>Status</i>
Evaluate existing service/ staffing model	Ongoing
Explore federal SAFER grant for buffer expansion and long-range retirement planning	The Fire Department continues to pursue SAFER grants

FY 2015 Recommendations

<i>Recommendation</i>	<i>Rationale</i>
Evaluate and address succession of leadership	30% of FD admin will retire within 5 years, affording an opportunity to restructure non-core duties and realize efficiencies while maintaining Departmental priorities
Consider increasing trainees based on analysis of historical turnover/vacancies	Reducing ongoing vacancies will reduce overtime expenditures and support administrative transition
Assess software/tech resource needs as a comprehensive department-wide exercise	Data analytics would give the FD leadership a business platform more than simply mandated tracking tools; would allow more targeted resource allocation.

Note: In addition to the Police and Fire Departments, one more line item in Public Safety exists for Emergency Management (BEMA) in the amount of \$24,246, bringing the total budget to \$12,825,722.

PUBLIC SERVICES

Public Services include Public Works, Community Development, and Facilities. These departments are discussed separately.

Public Works

Budget Overview

Program	FY 2015 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2015 FTEs
Public Works excluding Recreation	\$6,338,193	(\$51,154)	-0.8%	50.85
Recreation	\$831,899	\$196,763	31.0%	14.31
Total	\$7,170,092	\$145,609	2.1%	65.16

Note: \$ figures exclude water and sewer enterprise accounts

Department Mission/Description of Services

Mission and Services: The Department of Public Works (DPW) provides a wide variety of key Town services including street and sidewalk maintenance; snow removal, vehicle fleet maintenance, forestry, grounds and delta maintenance, solid waste collection and disposal, street lighting, parks and playing fields maintenance, cemetery maintenance, water and sewer maintenance and construction. In 2013 the Recreation Department was consolidated into Public Works.

Recreation provides Belmont residents with healthy, enjoyable and affordable activities regardless of age, gender or physical ability. Offerings include Summer Underwood and Higginbottom Pool Programs, Summer Sports and Activity Programs, School Year Programs, Skating Rink Programs, Spring Programs and Special Needs Programming.

Budget by Program

Program	FTEs	FTE %	Budget \$	Budget %
Administration	3	4.6%	\$332,457	1.6%
Street Maintenance	5	7.7%	\$663,611	3.1%
Snow Removal	0	0.0%	\$602,820	2.8%
Central Fleet Maintenance	4	6.1%	\$593,433	2.8%
Forestry	1	1.5%	\$290,778	1.4%
Delta & Grounds	1	1.5%	\$61,333	0.3%
Solid Waste Collection & Disposal	1.5	2.3%	\$2,476,686	11.7%
Street Lighting	0	0.0%	\$278,676	1.3%
Cemetery Maintenance	5.70	8.8%	\$461,606	2.2%
Parks & Facilities	5.25	8.1%	\$576,793	2.7%
Water Administration	2	3.1%	\$629,684	3.0%
Water Distribution	10.4	16.0%	\$5,262,458	24.9%
Sewer Maintenance	8	12.3%	\$7,642,622	36.1%
Stormwater Maintenance	4	6.1%	\$462,137	2.2%
Recreation	14.31	22.0%	\$831,899	3.9%
Totals	65.16	100.0%	\$21,166,993	100.0%

Expense Analysis

The following budget line items changed by more than 5% and by more than \$5,000 from 2014 Estimated Expenses:

Line Item	FY2015	Prior Year	% Change	Explanation
Street Maintenance Sidewalks	\$17,100	\$7,100	141%	Repair priority
Street Maintenance Signs	\$45,365	\$38,440	18%	Repair/replace
Snow Removal Contractors	\$159,985	\$131,050	22%	Forecasted need
Central Fleet Maintenance	\$42,000	\$2,000	2,000%	Purchase additional asphalt hot box for pothole repair
Forestry Contractor	\$185,330	\$155,660	19%	Need for increased services
Solid Waste Collection & Disposal	\$629,000	\$684,000	-8.0%	New contract
Cemetery	\$16,615	\$9,000	85%	Replace dump truck body
Recreation FT Salaries	\$ 51,145	\$43,422	17.8%	Reclassified grade for Program Coordinator
Recreation PT Salaries –SPORT	\$38,485	\$32,311	19.1%	Increase in SPORT Director’s hours

Requested Adds (not included in budget above)

None

Special Analysis /Observations

The department is constrained to work within the available revenue budget. However, an available revenue budget does not allow for additional investment to maintain Town infrastructure.

Sidewalk construction in the operating budget is budgeted at \$17,100. Given sidewalk reconstruction costs of approximately \$30/lineal foot, this budget allows for approximately 570 feet of sidewalk. Belmont has 97 miles of sidewalks, much of which is in deplorable condition. For FY 15 DPW has asked the Capital Budget Committee (CBC) for \$200,000 for sidewalks. Over the past three years the CBC has funded approximately \$290,000 in sidewalk maintenance.

With Town Meeting approval of necessary CPA funds, a new Underwood Pool should be ready by summer 2015. As we have noted in the past, the Skip Vigliolo Skating Rink is past its useful life. The deteriorating condition of the DPW yard facilities also needs to be addressed. These assets may fail with little warning.

The dual pool design of the new Underwood Pool represents an opportunity to increase programming and expand the user base throughout the community. Additional revenues can also be generated through rentals, vending machines, and special events.

The Parks Program budget is reduced from FY 2014 and the Recreation Program has a corresponding increase resulting from the transfer of expenses for the Underwood Pool and Skating Rink from the Parks Program into the Recreation Program.

Recreation, operating as part of Public Works during the past fiscal year, has improved data collection and information. This will be helpful as the Town evaluates various operating models for recreation services.

The FY15 budget includes \$7,500 for a professional review of the Recreation Department’s current financial, organizational, and programming operations and to make recommendations for the future operations. Other towns similar to Belmont operate self-supporting recreation departments through several different models.

Recommendations

Recap of Prior Year Recommendations

Recommendation	Status
Increase recycling percentage	Examining trade off of recycling vs. disposal expense

Work with COA to explore ways to free up space for use by Recreation	SPORT Fitness was introduced at the Beech St. Center, using existing equipment as well as equipment secured by SPORT through a grant
----------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------

FY 2015 Recommendations

Recommendation	Rationale
Progress on incinerator site	Funds have been set aside for this purpose. The process is moving forward but post-closure use must be resolved
Continue to evaluate Recreation operating as a self-supporting entity	Expanded programming can generate revenues to cover operating expenses, maintenance, and capital costs
Develop new programming across all age groups for new Underwood. Identify new revenue sources	Additional pool and expanded usage present an opportunity to increase revenues to cover Recreation costs.
Collaborate with the School Dept. regarding operating Higginbottom and Underwood under an Aquatics Director	Maximizing the use of both indoor and outdoor pools through additional programming and rentals could justify hiring an experienced aquatics director and teacher
Develop relationships with other, self-supporting Recreation Departments	Increases efficiency and identifies additional successful programming.
Expand programming to utilize available space/facilities	Programming for preschool and adults and other groups can generate revenues during the daytime hours

Community Development

Budget Overview

FY 2015 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2015 FTEs
\$978,924	\$24,600	2.6%	8.97

Department Mission/Description of Services

Mission and Services: There are four functional areas in Community Development:

- **Administration** – administers and monitors requests for proposals, grants, contracts, and reimbursements.
- **Inspection Services** – issues building permits and conducts building inspections, also responsible for code enforcement. Plumbing and gas inspector is a shared position with the Town of Watertown.

- **Engineering** – responsible for the development, design, and oversight of road reconstruction and major sanitary sewer and storm drain rehabilitation projects.
- **Planning** – provides services and guidance on land use and related issues to the Board of Selectmen, Town Administrator, Town boards, residents, and developers.

Budget by Program

Program	FTEs	FTE %	Budget \$	Budget %
Administration	1.78	19.8%	\$168,903	17.3%
Engineering	2.44	27.2%	\$263,743	26.9%
Inspection/Enforcement	2.70	30.1%	\$333,317	34.0%
Planning	2.05	22.9%	\$212,961	21.8%
Total	8.97	100.0%	\$978,924	100.0%

Expense Analysis

The following budget line items changed by more than 5% and by more than \$5,000 from 2014 Estimated Expenses:

<i>Line Item</i>	<i>FY2015</i>	<i>Prior Year</i>	<i>% Change</i>	<i>Explanation</i>
Planning – Health Insurance	\$22,295	\$16,285	36.9%	Change in coverage selected by employee
Admin – Health Insurance	\$48,855	\$32,570	50.0%	Coverage for new position

Requested Adds (not included in budget or discussed by Board of Selectmen above)

None.

Special Analysis /Observations

The retirement of the previous Town Planner in January 2013 is an opportunity to redefine and re-scope this position before filling it again.

Recommendations

Recap of Prior Year Recommendations

Recommendation	Status
Obtain historical document imaging system	No progress
Review organization of Planning Division and coordination with Planning Board	Planning Division now reports to Director of Community Development instead of Town Administrator

FY 2015 Recommendations

Recommendation	Rationale
Selection of streets for repaving	Criteria should include traffic count as well as coordination with water/sewer improvements

Facilities

Budget Overview

FY 2015 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2015 FTEs
\$5,276,934	n/a	n/a	27.10

Note: changes from FY2014 not available due to consolidation of Town and School facilities budgets

Department Mission/Description of Services

In September 2013 the consolidation of the Town and School building maintenance departments into a single department was accomplished with the hiring of a new Director of Facilities. The consolidation process continues to evolve. In this report the Town building services will be shown with a comparison to the previous year and the total combined budgets will be shown separately but totaled as consolidated.

Mission and Services:

The new combined Facilities department is responsible for the maintenance, cleaning, repair of all Town buildings with the exception of the library, including managing the fuel and utilities for the Town buildings. The department also assists with the oversight of Town capital projects.

Budget by Program

The combined budget both Town and School buildings broken down by function in dollar amount and percentage is as follows:

Program	Town	School	Total	Percent of Total
Personnel	\$421,902	\$1,359,689	\$1,781,591	33.8%
Admin.	\$2,000	\$10,350	\$12,350	0.2%
General Services	\$100,400	\$83,927	\$184,327	3.5%
Utilities	\$454,674	\$1,505,550	\$1,960,224	37.1%
Building Maintenance	\$25,000	\$119,252	\$144,252	2.7%
Contracted Services	\$189,000	\$516,450	\$705,450	13.4%
Supplies and Equipment	\$40,815	\$172,925	\$213,730	4.1%
Major Bldg. Repairs	\$275,000	\$0	\$275,000	5.2%
Total	\$1,508,791	\$3,768,143	\$5,276,934	100.0%

The functions of the Facilities department include administration, building maintenance and major repairs/capital projects and have a total 27.1 full time personnel allocated as shown below:

	Administration	Building Maintenance	Major Repairs / Capital Projects	Total
Management	1.37	1.30	1.20	3.87
FT Custodial/Technical	0.20	21.30	0.00	21.50
PT Custodial/Technical	0.00	1.73	0.00	1.73
TOTAL	1.57	24.33	1.20	27.10

Requested Adds (not included in budget or discussed by Board of Selectmen above)

None

Special Analysis /Observations

The FY2015 budget includes an additional \$90,002 for anticipated increases in the cost of electricity.

Recommendations:

It is recommended that the department maintain careful allocations on personnel and expenditures to be able to track efficiencies resulting from consolidating the Town and School facilities operations.

FY 2015 Recommendations

Recommendation	Rationale
Evaluate including maintenance of Library within consolidated building facilities program	More efficient building management

MINUTEMAN

Budget Overview

FY 2015 Assessment	\$ Change from Prior Year	% Change from Prior Year
\$751,050	(\$100,934)	-11.9%

The reduction results from fewer Belmont students enrolled this year and a slight increase in enrollment from other municipalities.

Department Mission/Description of Services

Mission: Minuteman's mission is to serve a diverse student body with multiple learning styles within academic, career, and technical areas.

Services: Minuteman provides instruction to high school students in traditional academic subjects and 21 career and technical training areas, such as carpentry, plumbing, culinary arts, early education, telecommunications, biotechnology, environmental science, and computer programming/web design. Minuteman also provides career and technical training to post-graduate students.

Budget by Program

Minuteman's major program areas are shown below. Because many post-graduate students are embedded into the high school programs, Minuteman does not break out the costs of post-graduate programs separately. Instructional support includes services such as special education, technology support, guidance, the library, and health.

Program	Budget FY 2015	Difference from FY 2014	Percent Change
Administration	\$1,821,306	\$399,979	28.1%
Student Instructional Services	\$9,804,463	\$710,614	7.8%
Student Services	\$2,078,000	\$91,049	4.6%
Operation & Maintenance	\$1,835,044	\$118,349	6.9%
Insurance, Retirement, Leases	\$3,061,579	\$77,995	2.6%
Asset Acquisition & Improvement	\$550,985	(\$341,178)	(38.2%)
Debt Service/ Tuition Payments	\$493,477	\$41,159	9.1%
TOTALS	\$19,645,065	\$1,097,967	5.9%

Expense Analysis

The total Minuteman budget is increasing by \$1,097,967 or 5.9% in FY 2015. As shown on the previous schedule, the largest factors driving the increase are: a) Student Instructional Services (up by 7.8%), impacted by increase in enrollment, and, b) Administration (up by 28.1%), in part a result of hiring a communications communicator into a newly created role. A 38.2% reduction in Asset Acquisition &

Improvement helps mitigate these two increases. Overall, the Warrant Committee continues to express its concern about ongoing increases in the operating budget.

Special Analysis/Observations

Enrollment Trends: The current total enrollment at Minuteman is comprised of 796 high school students, up from 743 students the previous year. 440, or approximately 55% of those students, are from the 16 member towns, with the rest representing tuition students from outside of the district. Belmont currently has 31 high school students attending Minuteman. Belmont's high school enrollment is down approximately 25% over the last three years.

Non-Member Tuition Students: Out-of-district students pay a tuition that is set by the state Department of Elementary and Secondary Education (DESE). Presently, the out-of-district tuitions pay less than the total per-pupil cost for each member town. However, the out-of-district towns must provide their own transportation, as opposed to the transportation that is provided for the district-town students, which reduces the disparity somewhat.

Potential Building Renovation Project: The Minuteman school facility was constructed in 1975 and has not undergone any significant renovation since that time. The Massachusetts School Building Authority (MSBA) has approved a renovation/rebuilding of Minuteman. The Minuteman School Committee voted a bond issue to raise \$724,000 to fund a feasibility study for a new or renovated school. The Minuteman district agreement requires unanimous consent by all 16 member towns to incur debt. Belmont's consent to allow Minuteman borrow the funds for the feasibility study was predicated on assurances that before funds were expended on the feasibility study, the enrollment and the sizing of the school would be agreed to by the member towns. (Non-member towns have no responsibility for capital expenditures such as a new or renovated school.) Nevertheless, with no direct input from the School Committee or the member towns, the Minuteman administration negotiated with the MSBA. Presently, the Minuteman School Committee has voted to continue the design process for a new school of up to 800 students.

Proposed Amendment to the Regional District Agreement

There is a growing consensus that the Minuteman Regional School District is unsustainable under the present Agreement. A revised Agreement has been approved by the Minuteman School Committee that has been submitted to all 16 Towns for a vote at their annual Town Meeting. An amendment to the Agreement requires unanimous approval of all 16 towns. The significant changes in the revised Agreement include establishing the operational budget based upon a 4-year rolling average of enrollment from each Town, capital assessments based 50% on the 4-year rolling average of enrollment, 1% for each of the 16 Towns, and the remaining 34% determined by the State DESE so-called combined effort variable, which is substantially a consideration of the Town's wealth factors. Other changes include weighted voting, revised procedures for entries by new municipalities, and procedures for incurring debt. Finally, the revised agreement would, for the first time, create a viable

mechanism for a town to withdraw from the District.

The debate concerning the revised amendment has raised legitimate issues that include determining: (1) sizing and costs of the new school building, (2) devising a procedure for non-member towns to pay capital costs (discussed below), and, (3) assessing the impact of one or more of the existing 16 Towns withdrawing from the District. The Warrant Committee has not completed its analysis at the time of this report but will make a recommendation to Town Meeting prior to the June vote.

Proposed Inter-Governmental Agreement

The Commonwealth DESE has under consideration a possible amendment to its regulations that would allow regional vocational school district such as Minuteman to charge a facilities’ fee to non-member towns sending students that would be based upon their pro-rata share of the capital costs.

Recommendations

Recap of Prior Year Recommendations

Recommendation	Status
Complete enrollment study	The sizing of the school remains unresolved
Address non-member and post-graduate enrollments	The inter-governmental agreement providing a facility fee shows some progress in this area
Continue exploring admitting new Towns to the District	The amended agreement presumably is more attractive and will encourage other municipalities to join particularly if they are faced with a facilities fee on top of tuition and yet have no vote unless they join

FY 2015 Recommendations

Recommendation	Rationale
Settle upon a preferred alternative for the renovation or rebuilding of a new Minuteman High School by explicitly obtaining support from the 16 member towns to proceed before the full extent of the feasibility study funds are spent	It is wasteful of public funds to proceed with a study through schematic drawings and working drawings without assurances that the final construction funding will have the necessary unanimous approval of the member towns
Resolve the proposed amended agreement and proposed inter-governmental agreement	The sustainability of the Minuteman district is in doubt without these two new agreements in place

BELMONT PUBLIC SCHOOLS

Budget and Staffing Summary

Funding Source	FY2014		FY2015		% Change	
	FTEs	Budget	FTEs*	Budget	FTEs	Budget
General Fund	439.47	\$44,349,100	457.95	\$46,156,000	+ 4.2%	+ 4.1%
Grants	16.23	\$3,005,833	16.13	\$3,140,936	- 0.6%	+ 4.5%
Revolving Accounts	34.33	\$3,349,602	32.73	\$3,185,466	- 4.7%	- 4.9%
All Funding Sources	490.03	\$50,704,535	506.81	\$52,482,402	+ 3.4%	+ 3.5%

* The FY2015 FTE increases listed above reflect additional hiring carried out in the current year. These additional positions were not included in the FY2014 budget approved last year.

Department Mission/Description of Services

The School Department, responsible for K-12 education of all Belmont children and for pre-kindergarten services to children with special needs, is Belmont's largest department. In addition to its core classroom education, it provides Belmont students with a wide array of athletic, cultural, and service opportunities. The School Department also manages an adult education program and recreation programs open to both children and adults.

Budget by Program

In its FY2015 budget proposal, the School Department has provided program and line item detail both for its General Fund budget, which has grown by 4.1% and now represents 87.9% of total funding, and for Grant and Revolving Account funds. The table that follows presents the FY2014 and FY2015 program allocations for both General Fund dollars and total funding. Data provided for each program include FTEs, budget dollars, and the program's percentage of the total budget.

The FY2015 budget exhibits some shifting of financial resources among the programs, largely due to FTE changes already implemented in FY2014, although not reflected in the current year's budget. Most notable are the following.

- The budget allocation for Special Instruction programs has increased by 0.9% for both General Fund dollars and total funding. The primary drivers of this growth are staffing increases in the English Language Learner program, where teacher FTEs have nearly doubled (from 2.60 to 5.00), and in the Special Education program, which has seen an increase of 1.9 teachers and 13.1 professional aides.
- Also increasing in FY2015, in this case by 0.5%, is the budget allocation for Contract Allowances and Fringe Benefits, due to a seven-fold increase (from \$44,867 to \$346,211) in the allowance for bargaining unit raises expected to result from labor contract negotiations currently underway.
- Conversely, Regular Instruction programs show decreases of 0.8% and 0.6% in General Fund and total funding allocations respectively. Most notably, the allocation for Elementary-Grades 1-4 is decreasing by 0.4% and 0.3%, reflecting a 1.8 FTE reduction in classroom aides, as well as

Program/Budget Category	General Fund Only						All Funding					
	FY2014 Budget			FY2015 Budget			FY2014 Budget			FY2015 Budget		
	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %
Regular Instruction												
English	24.85	1,841,545	4.2%	24.00	1,862,851	4.0%	24.85	1,846,445	3.6%	24.00	1,868,251	3.6%
Reading	8.15	715,030	1.6%	9.20	802,050	1.7%	9.60	845,136	1.7%	10.65	931,317	1.8%
Elementary	64.71	4,781,831	10.8%	62.90	4,789,634	10.4%	64.71	4,781,831	9.4%	62.90	4,789,634	9.1%
Fine Arts	1.30	106,462	0.2%	1.30	108,660	0.2%	1.30	164,457	0.3%	1.30	167,116	0.3%
Art	10.71	906,677	2.0%	10.80	941,769	2.0%	10.71	906,677	1.8%	10.80	941,769	1.8%
Music	9.94	783,609	1.8%	10.20	817,359	1.8%	11.44	932,414	1.8%	11.70	972,456	1.9%
Theater Arts	-	-	-	-	-	-	-	-	-	-	-	-
Kindergarten	10.10	733,401	1.7%	9.05	673,339	1.5%	31.60	1,654,104	3.3%	29.28	1,597,152	3.0%
Math	24.55	1,846,488	4.2%	24.85	1,915,356	4.1%	24.55	1,851,388	3.7%	24.85	1,920,756	3.7%
Physical Education	7.45	545,353	1.2%	7.65	577,634	1.3%	7.45	545,353	1.1%	7.65	577,634	1.1%
Science	24.75	1,938,061	4.4%	25.20	2,004,274	4.3%	24.75	1,938,061	3.8%	25.20	2,004,274	3.8%
Health Education	2.40	153,320	0.3%	2.40	159,649	0.3%	2.40	153,320	0.3%	2.40	159,649	0.3%
Technology Education	2.00	154,332	0.3%	2.00	159,388	0.3%	2.00	154,332	0.3%	2.00	159,388	0.3%
Social Studies	25.05	1,871,923	4.2%	25.20	1,883,412	4.1%	25.05	1,871,923	3.7%	25.20	1,883,412	3.6%
Foreign Language	17.40	1,355,785	3.1%	17.77	1,388,772	3.0%	17.40	1,355,785	2.7%	17.77	1,388,772	2.6%
Subtotal	233.36	17,733,816	40.0%	232.52	18,084,147	39.2%	257.81	19,001,225	37.5%	255.70	19,361,580	36.9%
Special Instruction												
English Language Learners	4.79	260,248	0.6%	5.57	368,644	0.8%	4.79	293,978	0.6%	5.57	387,237	0.7%
Pre-Kindergarten	11.98	487,760	1.1%	12.85	536,846	1.2%	14.78	725,630	1.4%	15.65	774,622	1.5%
Special Education	87.29	8,804,675	19.9%	102.25	9,439,899	20.5%	87.29	11,069,174	21.8%	102.25	11,836,209	22.6%
Subtotal	104.06	9,552,683	21.5%	120.67	10,345,389	22.4%	106.86	12,088,782	23.9%	123.47	12,998,068	24.8%
Student & Instructional Services												
Athletics	1.00	290,628	0.7%	1.00	317,427	0.7%	1.00	732,455	1.4%	1.00	803,074	1.5%
Student Activities	0.25	41,979	0.1%	0.25	42,910	0.1%	0.25	96,119	0.2%	0.25	103,449	0.2%
Food Service	-	-	-	-	-	-	16.38	867,544	1.7%	15.56	791,761	1.5%
Guidance	11.00	835,040	1.9%	11.00	826,313	1.8%	11.00	835,040	1.6%	11.00	826,313	1.6%
Psychological Services	6.73	485,897	1.1%	6.73	498,362	1.1%	6.73	485,897	1.0%	6.73	498,362	0.9%
Health Services	7.90	576,617	1.3%	7.90	597,233	1.3%	7.90	576,617	1.1%	7.90	597,233	1.1%
Library	5.64	217,791	0.5%	5.64	275,929	0.6%	5.64	217,791	0.4%	5.64	275,929	0.5%
Technology & AV	9.50	1,066,801	2.4%	9.52	1,197,811	2.6%	9.50	1,066,801	2.1%	10.00	1,232,811	2.3%
Curriculum Development	1.00	110,520	0.2%	1.00	119,619	0.3%	1.80	178,995	0.4%	1.70	186,591	0.4%
Staff Development	1.00	229,300	0.5%	1.00	240,419	0.5%	1.00	240,985	0.5%	1.00	240,419	0.5%
Substitutes	-	485,000	1.1%	-	435,000	0.9%	-	485,000	1.0%	-	435,000	0.8%
METCO	-	-	-	-	-	-	5.83	509,256	1.0%	5.83	530,372	1.0%
Adult Education	-	-	-	-	-	-	-	20,000	0.0%	-	19,000	0.0%
Transportation (Reg. Ed.)	-	91,800	0.2%	-	140,000	0.3%	-	425,800	0.8%	-	340,000	0.6%
Subtotal	44.02	4,431,373	10.0%	44.04	4,691,023	10.2%	67.03	6,738,300	13.3%	66.62	6,880,314	13.1%

Program/Budget Category	General Fund Only						All Funding					
	FY2014 Budget			FY2015 Budget			FY2014 Budget			FY2015 Budget		
	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %
Operations												
Buildings & Grounds	6.60	814,950	1.8%	7.10	848,667	1.8%	6.60	814,950	1.6%	7.10	895,666	1.7%
Custodial Services	13.00	1,033,434	2.3%	13.00	1,021,995	2.2%	13.00	1,033,434	2.0%	13.00	1,021,995	1.9%
Utilities	-	1,604,048	3.6%	-	1,380,253	3.0%	-	1,829,048	3.6%	-	1,520,253	2.9%
Subtotal	19.60	3,452,432	7.8%	20.10	3,250,915	7.0%	19.60	3,677,432	7.3%	20.10	3,437,914	6.6%
Leadership & Administration												
Building Administration	30.23	1,913,286	4.3%	31.72	1,984,352	4.3%	30.23	1,913,286	3.8%	31.72	1,984,352	3.8%
Central Administration	8.20	831,378	1.9%	8.90	899,996	1.9%	8.50	851,378	1.7%	9.20	919,996	1.8%
Legal Services	-	169,950	0.4%	-	169,950	0.4%	-	169,950	0.3%	-	169,950	0.3%
School Committee	-	17,700	0.0%	-	15,800	0.0%	-	17,700	0.0%	-	15,800	0.0%
Subtotal	38.43	2,932,314	6.6%	40.62	3,070,098	6.7%	38.73	2,952,314	5.8%	40.92	3,090,098	5.9%
Allowances & Benefits												
Contractual Allowances	-	166,517	0.4%	-	414,667	0.9%	-	166,517	0.3%	-	414,667	0.8%
Fringe Benefits	-	6,079,965	13.7%	-	6,299,761	13.6%	-	6,079,965	12.0%	-	6,299,761	12.0%
Subtotal	-	6,246,482	14.1%	-	6,714,428	14.5%	-	6,246,482	12.3%	-	6,714,428	12.8%
Grand Total	439.47	44,349,100	100.0%	457.94	46,156,000	100.0%	490.03	50,704,535	100.0%	506.81	52,482,402	100.0%

relatively modest increases in total salary dollars, principally due to staff turnover. Also, the allocation for the Kindergarten program is decreasing by 0.2%, due mainly to FTE reductions: 1.4 fewer teachers and 0.9 fewer aides are budgeted in FY2015.

- Finally, the allocation for Operations is also showing a significant reduction, 0.7%, in both General Fund monies and total funding, driven primarily by a \$309,000 decrease in the Utilities budget.

Expense Analysis – Significant Line Item Changes

With respect to individual line items, the proposed School Department budget contains 122 items (out of a total of 829 across the three funding streams) that are changing – either increasing or decreasing -- by at least 5% and \$5,000 or are greater than \$5,000 in FY2015 after having received no funding in FY2014. The 15 line items included in the table below represent the largest such changes in absolute terms, ranging from a \$701,882 reduction in spending for Special Education Private Tuitions to an increase of \$86,846 for High School Electricity.

Line Item (Funding Source)	FY2014 Budget	FY2015 Budget	Change	% Change	Explanation
Spec. Education Private Tuitions (GF)	\$ 1,521,978	\$ 820,096	(\$ 701,882)	-46.1%	Shift in Placement Mix
Spec. Education LABBB Tuitions (GF)	\$ 1,153,633	\$ 1,603,306	\$ 449,673	39.0%	Shift in Placement Mix
Contract Allowance – Bargaining (GF)	\$ 44,867	\$ 346,211	\$ 301,344	671.6%	Contract Negotiations
Spec. Education MA Tuitions (GF)	\$ 272,654	\$ 550,000	\$ 227,348	101.7%	Shift in Placement Mix
Wellington - Spec. Educ. Aides (GF)	\$ 143,175	\$ 324,120	\$ 180,945	126.4%	6.87 FTE Increase
Spec. Education Private Tuitions (GR)	\$ 1,119,257	\$ 1,276,808	\$ 157,551	14.1%	Incr. Circuit Breaker Grt.
English Language Learner Tchrs (GF)	\$ 193,278	\$ 349,986	\$ 156,708	81.1%	2.4 FTE Increase
Spec. Education Home Tutoring (GF)	\$ 100,000	\$ 250,000	\$ 150,000	150.0%	Incr. Service Needs
Transportation–School Bus Fees (RV)	\$ 334,000	\$ 200,000	(\$ 134,000)	-40.1%	Changed Distance Calc.
HS Social Studies Teachers (GF)	\$ 822,256	\$ 936,119	\$ 113,863	13.8%	1.2 FTE Increase
MS Social Studies Teachers (GF)	\$ 885,767	\$ 778,863	(\$ 106,904)	-12.1%	1.05 FTE Decrease
High School Fuel Oil (GF)	\$ 135,060	\$ 30,000	(\$ 105,060)	-77.8%	Conversion to Nat. Gas
MS Special Education Teachers (GF)	\$ 647,968	\$ 739,127	\$ 91,159	14.1%	1.0 FTE Increase
School Lunch Staff Medical Ins. (RV)	\$ 130,000	\$ 40,000	(\$ 90,000)	-69.2%	Costs Shifted to Fringe
High School Electricity (GF)	\$ 33,154	\$ 120,000	\$ 86,846	261.9%	Costs Shifted from RV

Adds and Cuts

There are three new or expanded components within the proposed FY2015 budget that are receiving significant additional funding. The first and most noteworthy of these is the additional 16.8 FTEs hired to address school enrollment increases, more complex Special Education service needs, and new ELL program requirements. (As noted at the beginning of this report, although these positions were not included in the FY2014 budget, they have in fact been hired this year.) These additional FTEs, estimated by the Department to cost about \$500,000 during the current school year, include the following.

- Teachers: 4.8 additional FTEs. Regular Instruction programs have seen a net increase of 0.3 FTEs, with decreases in kindergarten and middle school staffing offsetting increases in grades 1-4 and at the high school; the ELL program has seen its teaching staff doubled (from 2.6 to 5.0) in response to an enrollment increase of 69 students (a 61% increase from last year and nearly 50% of the total

enrollment increase experienced by the district this year), as well as more stringent state program requirements; and, Special Education has added 1.9 positions across grades K-12.

- Classroom and Professional Aides: 9.4 additional FTEs. The Pre-K and K-12 Special Education programs have hired 13.74 additional professional aides, offset by reductions of 2.73 FTEs in Regular Education and 1.62 FTEs in the ELL program.
- Other notable staffing additions from the FY2014 budget include the high school librarian (this position was to have been eliminated this year following the incumbent’s retirement), a 0.5 FTE maintenance position, and a 0.7 FTE central office clerical support position.

Two non-personnel budget additions are worth noting. First, the budget for Technology Services – Hardware Replacement is being increased by \$62,000 (69%), with \$58,000 of this increase being allocated to support year two of the Department’s iPad initiative. Second, funding for textbooks is increasing by \$41,000 (86%), all of which is being allocated to purchase new math textbooks in the elementary and middle schools as part of the implementation of the new mathematics curriculum.

On the cuts side, although the proposed budget is certainly constrained by available revenues, there are no identifiable major cuts being made to either program offerings or department staffing.

Administrative/Overhead Expenses

For FY2015, administrative expenses -- consisting of management, clerical support, technical support, and operations staff, as well as building maintenance and utilities, general equipment and supplies, and dues, conferences, and other professional development activities – account for approximately 23.6% of the proposed budget, down from 24.3% in FY2014. The primary factor underlying this lower percentage is a \$1.6M increase in direct service salaries and other compensation resulting from the new teacher and instructional aide hires described in the previous section.

Use of Part-Time Staff

This year, the School Department has 145 part-time employees, down from 149 last year. Of these, 91 work 20 or more hours per week, and are therefore eligible for health insurance, and 69 work 25 or more hours weekly, making them also eligible for retirement pensions. (The comparable numbers in FY2013 were 95 and 76.) These are important thresholds, in that the cost of a part-time employee who works 25 hours per week can be 2-3 times the cost of a 19-hour-per-week employee. The following table provides a breakdown of these employees by functions and hours worked per week.

School Department Part-Time Positions – FY2014						
	Hours Worked per Week					
	1 – 9	10 – 19	20 – 24	25 – 29	30 – 34	35-Plus
Teachers/Other Professional Staff	2	6	10	1	6	
Instructional Aides, Tutors	2	12	8	49		
Administrators			1		1	
Secretarial Staff		1				
Clerical Aides		2		3		
Lunch Aides		17				
Cafeteria Staff		12	3	7	2	
Totals	4	50	22	60	9	0

Note: 47 of the 71 Aides listed above work 27 or more hours per week; full-time for these staff is 30 hours.

Observations / Special Analyses

Increasing Enrollment

Higher-than-expected enrollment growth continues to be the most significant development affecting the budgetary requirements of Belmont's schools. Following the 97-student growth experienced last year, FY2014 has seen an even larger jump, with 139 additional students attending district schools as of October 1, 2013. Moreover, looking to the future, the Department expects significant annual increases to continue for the next several years, and has estimated growth of 100-115 new students in FY2015.

These increases are occurring at every grade level. Of the 236 new students in Grades K-12 since the 2011-2012 school year, 81 have enrolled in the four elementary schools, 56 at the Chenery Middle School, and 99 at Belmont High School. Additional hiring during the past two years has compensated somewhat for these increases, however, the Department's Class Size Reports indicate that average class sizes have still grown in the elementary schools (from 22.25 to 22.85) and at the high school (from 21 to 23). Middle school classes have declined on average, from 24.5 to 22.75.

Last year, because increased enrollments were impacting the four elementary schools differently, we presented detailed data regarding class sizes in grades K-4 at the individual schools. The following table provides similar data for the current school year, again comparing actual class enrollments to both the Class Size Guidelines developed by the School Committee several years ago and the 25-student limit suggested by school officials last year to be a level above which educational quality will suffer.

School	Measure	Grade Level				
		K	1	2	3	4
Burbank	Total Enrollment	67	71	69	72	76
	Average Class Size	22.33	23.67	23.00	24.00	25.33
	Add'l. Capacity within Guideline	-1	-2	0	0	-4
	Add'l. Capacity within Cap (25)	8	4	6	3	-1
Butler	Total Enrollment	71	69	68	72	89
	Average Class Size	23.67	23.00	22.67	24.00	22.25
	Add'l. Capacity within Guideline	-5	0	1	0	7
	Add'l. Capacity within Cap (25)	4	6	7	3	11
Wellington	Total Enrollment	111	100	120	89	94
	Average Class Size	22.20	20.00	24.00	22.25	23.50
	Add'l. Capacity within Guideline	-1	15	-5	7	2
	Add'l. Capacity within Cap (25)	14	25	5	11	6
Winn Brook	Total Enrollment	88	91	94	83	91
	Average Class Size	22.00	22.75	23.50	20.75	22.75
	Add'l. Capacity within Guideline	0	1	-2	13	5
	Add'l. Capacity within Cap (25)	12	9	6	17	9
Totals	Total Enrollment	337	331	351	316	350
	Average Class Size	22.47	22.07	23.40	22.57	23.33
	Add'l. Capacity within Guideline	-7	14	-6	20	10
	Add'l. Capacity within Cap (25)	38	44	24	34	25

Source: Belmont School Department Official Enrollment for year 2013-2014, dated October 1, 2013.

The maximum guidelines established by the Belmont School Committee are 22, 23, 23, 24, and 24 respectively for grades K-4.

These data reflect the impact not only of this year's elementary school enrollment increase of 51 in grades K-4, but also of the strategies employed by the Department to accommodate this increase.

- Last year there were 5 instances where the average class size in a particular grade and school exceeded the School Committee's guidelines and 2 instances where it exceeded the 25-student limit; this year, the comparable numbers are 7 and 1 respectively.
- Total enrollment across all grades and schools last year showed additional capacity for 59 students within the guidelines and 191 students within the 25 limit; that additional capacity has been reduced this year to 31 students within the guidelines and 165 within the 25-student limit.
- While the number of instances where average class size has exceeded the relevant guideline has grown by two, the Department's policy of assigning new students to schools where additional capacity exists has resulted in a more even distribution of such cases. Last year, four out of the five instances occurred at the Wellington School, and the largest excess enrollment in any particular grade was nine; this year, they are distributed across all four elementary schools, with the largest number – five – occurring at two of the schools.
- Finally, the fact that the changes to the additional capacity measures are smaller than the enrollment increase is due to the addition of one second grade class at the Wellington School.

Historical Trends in Student Enrollment, Staffing, and Budgets

The FY2013 and FY2014 enrollment increases have led to a corresponding increase in long-term trends. The following table provides updated findings concerning long-term trends in student enrollment, teachers and other classroom staffing, and annual budgets for the period from FY2004 to FY2014, as well as estimates for FY2015. These findings are drawn from a combination of School Department annual reports and, for the more recent years, the Department's detailed budget submissions.

- Based on the increases experienced in FY2014 and expected in FY2015, long-term enrollment will have grown by 15.88% since 2004, for an average annual rate of 1.35%. (This compares to the 1.0% average cited in last year's report.) This higher growth rate is most pronounced in Regular Instruction programs, with overall growth at 19.5% and an annual rate at 1.63% (vs. 1.27% last year). Long-term Special Education enrollment continues to trend downward, decreasing by 14.85% since 2004.
- Increases in teaching staff have not kept pace with this recent enrollment growth. The total number of teachers has grown by 14.80% since 2004, an average of 1.26% annually. This disparity is driven primarily by the Regular Instruction programs, where teacher counts have grown by only 11.19% since 2004 (0.97% annually). In the Special Education program, teacher growth has slowed, but remains substantial, at 47.36% overall and 3.59% annually. The resulting student-teacher ratio in regular classrooms this year is 16.68:1, and, assuming level staffing, the estimate for FY2015 is 17.13:1, representing an increase of 1.2 students per teacher since 2004. In Special Education, the ratio declines to 9.51:1 in FY2014 and increases slightly to an estimated 9.77:1 next year.
- The number of instructional aides working in Regular Instruction classrooms, which had been increasing for several years through 2013, decreases sharply in both FY2014 and FY2015, from 27.02 to 19.13. This reduction has moderated somewhat the long-term growth rate for these staff (from 22.4% to 18.9% annually), as well as reduced their impact on the ratio of students to total classroom staff. In Special Education, however, the use of these aides continues to yield very low student-to-staff ratios (2.93:1 in FY2014 and 3.01:1 in FY2015).

Historical Trends in Enrollment, Staffing, and Budget

	Fiscal Years												Total Growth	Avg. Ann. Growth
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015		
Enrollment														
Total Enrollment	3,727	3,715	3,696	3,733	3,760	3,862	3,957	3,937	3,968	4,065	4,204	4,319	15.88%	1.35%
Regular Instruction	3,335	3,280	3,251	3,293	3,345	3,476	3,604	3,632	3,662	3,737	3,879	3,985	19.50%	1.63%
Special Education	392	435	445	440	415	386	353	305	306	328	325	334	-14.85%	-1.45%
Staffing														
Classroom Teachers	232.37	242.60	243.30	240.90	245.35	251.19	250.22	258.03	258.82	261.75	266.77	266.77	14.80%	1.26%
Regular Instruction	209.17	219.65	218.83	216.78	220.24	223.97	221.94	226.90	225.93	229.84	232.58	232.58	11.19%	0.97%
Special Instruction	23.20	22.95	24.47	24.12	25.11	27.22	28.28	31.13	32.89	31.91	34.19	34.19	47.36%	3.59%
Instructional Aides/Tutors	35.30	36.65	39.34	43.60	48.44	52.15	53.14	86.37	82.33	90.07	95.77	95.77	171.30%	9.50%
Regular Instruction	2.85	2.60	2.81	2.78	2.73	7.10	2.97	19.39	25.71	27.02	19.13	19.13	570.06%	18.88%
Special Instruction	32.45	34.05	36.53	40.82	45.71	45.05	50.17	66.98	56.62	63.05	76.64	76.64	136.22%	8.13%
All Classroom Staff	267.67	279.25	282.64	284.50	293.79	303.34	303.36	344.40	341.15	351.82	362.54	362.54	35.44%	2.80%
Regular Instruction	212.02	222.25	221.64	219.56	222.97	231.07	224.91	246.29	251.64	256.86	251.71	251.71	18.72%	1.57%
Special Instruction	55.65	57.00	61.00	64.94	70.82	72.27	78.45	98.11	89.51	94.96	110.83	110.83	99.17%	6.46%
All Department Staff	380.09	394.97	400.72	403.90	414.52	424.14	422.84	482.43	483.30	493.52	506.31	506.81	33.34%	2.65%
Student-Staffing Ratios														
Student-Teacher	16.04	15.31	15.19	15.50	15.33	15.37	15.81	15.26	15.33	15.53	15.76	16.19		
Regular Instruction	15.94	14.93	14.86	15.19	15.19	15.52	16.24	16.01	16.21	16.26	16.68	17.13		
Special Instruction	16.90	18.96	18.19	18.24	16.53	14.18	12.48	9.80	9.30	10.28	9.51	9.77		
Student-All Classroom Staff	13.92	13.30	13.08	13.12	12.80	12.73	13.04	11.43	11.63	11.55	11.60	11.91		
Regular Instruction	15.73	14.76	14.67	15.00	15.00	15.04	16.02	14.75	14.55	14.55	15.41	15.83		
Special Instruction	7.05	7.63	7.30	6.78	5.86	5.34	4.50	3.11	3.42	3.45	2.93	3.01		
Student-Department Staff	9.81	9.41	9.22	9.24	9.07	9.11	9.36	8.16	8.21	8.24	8.30	8.52		
Budgets (millions)														
General Fund Only	\$29.655	\$30.924	\$33.005	\$34.869	\$37.040	\$38.471	\$37.824	\$39.703	\$41.634	\$43.084	\$44.349	\$46,156	55.64%	4.10%
All Funding	\$30.639	\$31.824	\$34.589	\$36.580	\$38.915	\$40.885	\$42.311	\$44.225	\$47.417	\$49,288	\$50.665	\$52,482	71.29%	5.01%

Notes: Enrollment, staffing, and budget totals for FY04-10 are taken from Annual Reports; totals for FY11-15 from School Department budget documentation.

All enrollment counts exclude Special Education out-of-district placements.

Because ELL students are in both the regular education and special education student populations, ELL teachers and tutors are distributed proportionally across both staffing counts.

The 59.6 FTE increase in total staffing indicated in FY2011 appears to reflect both an increase in the classroom staffing included in this table (+41 FTEs), plus the inclusion of cafeteria staff who were not included in the FY2004-FY2010 Annual Reports.

The staffing and budget totals for FY2010 and FY2011 reflect ARRA and SFSF Grant funding. For years prior to FY2011, however, only General Fund and Revolving Account funding is included, as no data were found for other grant funding. It is unclear whether grant-funded staffing counts are also missing.

- Long-term budget growth continues to exceed 4% annually, whether one looks at the 4.10% annual increase in the General Fund budget or the 5.01% average growth rate for total funding.

In reviewing the data contained in this table, the reader should remember that we are reporting only district-wide numbers here. The Education Subcommittee believes that measuring the overall student-to-teacher ratios is a valuable way to assess the changes that occur from year to year in the level of teaching and other resources (relative to enrollment) being funded through the Department’s budget. The data do not reflect enrollment, staffing, or ratios within the individual schools or grade levels, nor do they say anything about individual class sizes. Finally, the analysis does not attempt to evaluate these ratios against any established standard, but only to measure the extent to which they have changed over time.

Significant Cost Increases or Savings

The FY2015 budget proposal represents a 4.1% increase in the General Fund budget and a 3.5% increase if we include Grants and Revolving Account dollars. An earlier section described changes to program budget allocations. The following table summarizes the changes to the major line item categories that comprise this budget. (Note that the table reflects all funding.)

Line Item Category	FY2014 Budget	FY2015 Budget	Change	% Change
Personnel Costs				
FTEs	490.03	506.81	16.78	3.42%
Salaries	\$ 30,812,276	\$ 32,194,232	\$ 1,381,956	4.49%
Stipends	\$ 457,709	\$ 464,920	\$ 7,211	1.58%
Fringe Benefits	\$ 6,394,544	\$ 6,517,818	\$ 123,274	1.93%
Contract Allowances	\$ 166,517	\$ 414,667	\$ 248,150	149.02%
Substitutes	\$ 485,000	\$ 435,000	\$ (50,000)	-10.31%
Total Personnel Costs	\$ 38,316,047	\$ 40,026,637	\$ 1,710,590	4.46%
Non-Personnel Costs				
Contract Services	\$ 1,024,865	\$ 1,101,431	\$ 76,566	7.47%
Legal Services	\$ 169,950	\$ 169,950	\$ ---	0.00%
Technology	\$ 521,229	\$ 590,083	\$ 68,854	13.21%
Equipment & Supplies	\$ 1,317,024	\$ 1,350,334	\$ 33,310	2.53%
Textbooks/Other Books	\$ 47,588	\$ 88,557	\$ 40,969	86.09%
Out-of-District Placements	\$ 5,287,522	\$ 5,457,232	\$ 169,710	3.21%
Transportation	\$ 1,565,320	\$ 1,457,390	\$ (107,930)	-6.90%
Facilities Maintenance/Repair	\$ 315,502	\$ 362,501	\$ 46,999	14.90%
Utilities	\$ 1,829,048	\$ 1,520,253	\$ (308,795)	-16.88%
Total Non-Personnel Costs	\$ 12,388,489	\$ 12,455,765	\$ 67,276	0.54%

Note: The individual cost lines do not sum to the totals provided, as not all line item categories are listed.

What is most obvious from this table is that the Department’s budget growth is driven almost entirely by personnel costs, which are increasing by 4.46%, compared to just 0.54% for non-personnel costs. With respect to the individual categories, the following cost drivers are worth noting.

- The increase in salary costs, at \$1.4M, remains the most significant contributor to overall budget growth, with this year’s increase driven largely by the addition of 16.8 FTEs discussed earlier. The

difference in terms of percentage increase (4.49% vs. 3.42%) is attributable to salary increases that are already locked in, including deferred cost-of-living raises from 2013.

- The 149% increase in contract allowances is being budgeted to provide for as-yet-unknown compensation increases that might result from the current round of negotiations. (All existing labor agreements expire this year.)
- On the non-personnel side, the increases for technology and textbooks have already been discussed as supporting year two of the iPad initiative and the implementation of a new mathematics curriculum in grades 1-5. The only other significant increases are 7.5% for Contract Services in support of the Special Education program and 14.9% for Facilities Maintenance and Repair, reflecting \$47,000 in Revolving Account funds that are being allocated as a hedge against potential building repair needs.

In addition to these sources for budget growth, there are three areas where the Department is projecting significant savings.

- The budget for Substitute teachers is being reduced by \$50,000. During the last school year (2012-2013), these costs were budgeted at \$485,000, however, actual costs were far higher, at \$733,000. To date this year, these costs are significantly lower, at \$183,722 through 3/31/14, and the Department's budget for FY2015 projects continued lower spending for this account next year.
- The budget for Transportation is decreasing by \$108,000, or 6.9%, with the primary contributor to this decrease being reduced special education transportation costs.
- Finally, the Utilities budget shows a decrease of \$309,000, or 16.9%, reflecting a reduced estimate for heating costs due largely to a conversion from fuel oil to natural gas at Belmont High School.

Unfunded Priorities

In its budget submission, the Department listed a number of spending priorities that are not funded by the proposed available revenue budget. Primary among these are twelve additional positions that it would look to hire if funding became available, including:

- Five elementary school teachers;
- Four middle school teachers;
- One middle school guidance counselor;
- One district-wide ELL teacher; and
- One high school drama teacher.

It is difficult to project whether there are potential savings in the proposed FY2015 budget that might free up monies to address at least some of these additional personnel needs. As noted in last year's report, the personnel cost estimates contained the Department's budgets tend to be high, in that they assume current staff will remain in place for the entire year, when, in fact, both staff turnover and unpaid leaves of absence will occur, and replacement staff and substitutes are likely to receive lower compensation.

This year, 16.8 unbudgeted positions were added in response to enrollment growth and other changes. Also, the Department has indicated that staff turnover was unusually low this year. Consequently, as of March 31, 2014, the Department is estimating a budget deficit of \$220,265 at the end of FY2014, and has submitted a request to the Warrant Committee for a Reserve Fund transfer of \$200,000. Although this is a significant shortfall, the fact that the projected deficit is only \$220,265 following the hiring of

16.8 new staff, including 4.8 teachers, suggests that there might be some funding within the FY2015 budget that will become available next fall for hiring additional staff.

Recommendations

In this report, we try to analyze the major components of the School Department’s budget, to understand those factors that contribute to budget growth, and to recommend steps that Department leadership might take to bring that growth more into line with Belmont’s revenue growth. In doing so, we focus on ways to improve management information, to control major cost components like employee compensation and special education out-of-district placement costs, and to explore and, if appropriate, adopt more cost-effective instructional methods. In our view, all of these strategies become even more critical in the face of significant enrollment growth.

Recap: FY2014 Recommendations and Follow-Up

The following table lists the recommendations made in last year’s Warrant Committee Report and the current status of the Department’s implementation of those recommendations. Further discussion is then provided regarding recommendations that have not yet been implemented or otherwise resolved.

FY2014 Recommendation	Status / Follow-Up
Moderate long-term salary growth by negotiating changes to the current labor agreements, particularly with respect to the Unit A step-and-lane advancement grid (originally recommended in FY2012).	Pending. The Department agrees that the step and lane system is unsustainable in its present form and is seeking changes to this system in contract negotiations that are currently underway.
Establish sub-accounts for Special Education Out-of-District tuition and transportation line items to provide greater detail regarding the costs of component services.	Pending. The Department has agreed to this recommendation and is working with the Town’s IT Department to identify and implement the necessary changes to the financial information system (MUNIS); it is expected that it will take some time to complete these changes.
Conduct an evaluation of out-of-district placement costs for the past three years to develop detailed information regarding underlying cost dynamics (originally recommended in FY2012).	Pending. The recommended three-year analysis has not been completed. Two internal reviews, one by program staff and a second by Walker Partnerships, did not yield the cost detail requested. We continue to look for the requested cost information at a sufficiently aggregate level that will not violate student confidentiality.
Implement new instructional models and/or classroom staffing strategies to achieve more cost-effective delivery of educational services (originally recommended in FY2012).	Pending. The Department’s current use of classroom aides and initiatives to expand the use of technology are not designed primarily to improve cost efficiency; it does not appear that these approaches will have a measurable impact on class sizes, the number of teaching staff required, or the Department’s operating costs.
Establish procedures and approval criteria for accessing monies from the Special Education Stabilization Fund.	Completed. In preparing its recommendation to Town Meeting, the Warrant Committee will apply criteria similar to those applied to Reserve Fund transfer requests, namely, that the expense was not budgeted, that the need could not have been anticipated at the time the budget was prepared, and that there are no other funds within the Department’s budget to cover the expense in question.

Recommendations for Fiscal Year 2015

Implement Changes to Moderate Long-Term Salary Growth: With employee salaries accounting for about 61.3% of total costs in the Department's proposed FY2015 budget, salary increases are a major determinant of overall budget growth. While this budget represents a 3.5% increase over the FY2014 budget, salaries are increasing by 4.5%; furthermore, when combined with contract allowances included in the budget for compensation increases not yet granted, the latter percentage grows to 5.3%. Such increases virtually guarantee that school budget growth, which has averaged more than 4% annually for the past ten years, will continue to outpace the tax increases allowed by Proposition 2½.

Of particular concern is the compensation structure in place for Bargaining Unit A employees, including teachers and other professional staff, who in this year's budget accounted for 59.3% of Department FTEs and 71.6% of total salaries. As has been reported before, even in the absence of negotiated cost-of-living raises, these employees receive annual "step" increases averaging 4.2% during their first 14 years of employment, as well as "lane" increases, ranging from 1.5% to 5.6%, based on graduate school credits or degrees earned.

As the Department has emphasized, this kind of salary growth is unsustainable. Absent real reform, it will continue to place tremendous pressure on the Department's budget and is likely to require some combination of service cuts, including reductions to both personnel and non-personnel accounts, and revenue increases, in the form of operating overrides, increased student fees, and/or development of new revenue sources.

The Department is currently engaged in negotiations with all its bargaining units, and has stated its intention to seek more sustainable compensation terms going forward. The Warrant Committee is encouraged by this development and urges the parties to work together to achieve contract provisions that are both equitable and sustainable over the long term. While no doubt difficult to achieve, we believe such changes are necessary.

Generate More Detailed Information Regarding Out-of-District Placement Costs: For the past three years, the Warrant Committee has been urging the Department to develop more detailed cost information for its out-of-district tuition and transportation accounts. Currently its budgets contain only five General Fund line items for these costs, plus three Grant and Revolving Account items. However, these accounts incorporate a wide range of component services that vary by individual placement and the budget provides no information about them.

Out-of-district placements are very costly. In FY2013, their average cost, including transportation, exceeded \$72,000, as compared to the overall average per-student cost of \$12,250 cited in the Department's budget submission. Moreover, at \$6.3M, these costs represent a significant portion of both the FY2015 Special Education budget (53%) and the Department's total budget (12%), and we believe greater accounting detail is needed to enable both the Department and this committee to have a more complete understanding of the dynamics underlying them.

We have asked the Department to provide this greater level of detail through two initiatives. First, we have asked that it create sub-accounts within its accounting system to identify routinely the specific services that comprise the tuition and transportation categories. As noted above, the Department has accepted this recommendation and is working toward it, but has also indicated that it will take some time to implement the necessary system modifications.

Second, as a near-term strategy, we have asked the Department to review three years of invoices or other records for out-of-district tuitions and transportation services, identifying for each the placement type and the detailed component service costs. As noted in the table above, two reviews have in fact

been conducted – one by special education program management staff and the other by Walker Partnerships, a consulting organization hired by the Department to conduct a program review. While both reviews shed some additional light on program costs, neither produced the kind of detail needed.

At this point, the Department has described two barriers to providing the kinds of detailed cost information we have requested.

- First, the Department has raised legitimate concerns about disclosing individual student-level information; in fact, in responding to the Education Subcommittee’s offer to assist in the review, Department leadership obtained a legal opinion that confirmed that allowing us access to student records is prohibited. We understand and accept this restriction.
- Second, the Department has pointed to the inability of current automated systems to maintain or provide the requested information. We understand that the systems in question are limited and that much of the information, if it exists at all, may exist only in manual form, thus making the proposed review more burdensome. At the same time, considering that this is a program that serves an average of 80 children, we believe a time-limited audit, although it will require some effort, is achievable. As it is, we have reduced our request to a review of some 84 placements from the 2012-2013 school year for which Walker Partnerships listed gross tuition amounts in their January 2013 report and have provided the Department with a proposed data collection format.

The Education Subcommittee will continue to work with the Department to try to generate this information. In doing so, we understand that Special Education services are mandated and that the Department has limited ability to control placement costs. We are also aware that individual placement decisions must be based solely on what placement/services will best meet a child’s educational needs. We nevertheless believe that, besides providing greater transparency regarding the expenditure of public funds, a greater knowledge of the detailed service costs can have value to the Department when selecting from equally appropriate placement options.

Implement New Instructional Models to Reduce Costs: In recent years, the Department has been faced with significant budgetary constraints that have forced it to modify its educational approaches, increase class sizes, and, in some instances, curtail program services. Given that such fiscal limitations are likely to continue for the foreseeable future, as well as the relatively high costs associated with the traditional classroom instruction model, the Education Subcommittee has encouraged the Department to consider alternate models that might improve the cost-effectiveness of its programs. In our view, the recent trend toward higher student enrollment only makes the adoption of appropriate cost-containment strategies more critical going forward.

The types of strategies that we have recommended for consideration take two forms – increased use of new information technologies and alternate staffing models. With respect to technology, we have been recommending that the Department explore technologies like distance learning, as such innovations seem to offer opportunities to maintain, or even expand, the educational offerings available to Belmont students while reducing the costs associated with the more traditional staff-intensive models. This past year has seen the Department expand its use of technology, most notably with a pilot program involving student use of iPads to support classroom instruction and independent research. Such innovations clearly enrich the Belmont schools’ educational environment, and we applaud them. At the same time, they add cost: \$58,000 in General Fund money is being budgeted for 2015 to purchase additional iPads for this program. We believe that technology also offers significant opportunities to create greater cost-efficiencies in how educational services are provided, and we urge the Department to pursue those opportunities.

In the area of staffing models, we have recommended that the Department explore the increased use of classroom aides to assist its teaching staff, as their use would seem to offer a way to accommodate larger class sizes, in effect, to extend the reach of teachers, while still allowing for individual attention where needed. The Department has expressed understandable skepticism toward any approach that would violate the requirement that students always be taught by licensed teachers, and we agree; the strategy we envision would only expand the use of aides to provide the same classroom assistance they provide now. This recommendation is driven primarily by the large difference in salaries for these positions; its cost-effectiveness therefore would of course depend of the relative cost of adding classrooms (and teachers) versus hiring sufficient numbers of aides to enable existing classrooms to accommodate any additional students without jeopardizing education quality.

Alternate staffing approaches can also involve changes in the way that teachers are assigned to individual classes or grades. Last year's Class Size Advisory Group looked at the impacts of increasing enrollments and not only identified a need for additional staff, but also recommended that the Department explore the use of new instructional models at the Chenery Middle School, including multi-grade classrooms, in order to improve flexibility in student class assignments and distribute students more equitably. We support this recommendation and believe further that any strategy that increases the flexibility of the Department's workforce can provide important benefits. For example, by hiring teachers certified to teach multiple subjects or grades, the Department improves its ability to respond to changing demands, whether due to year-to-year fluctuations in grade-specific enrollments or to unexpectedly high registration numbers for particular classes.

Future enrollment increases like the ones that the Department has experienced during the past two years would clearly require the hiring of additional staff and likely result in budget increases that could not be funded without either an operating override or other revenue increase. Moreover, as recently suggested by the Department's Enrollment Modeling Group, continued growth in the coming years might also require an expansion in the number of available classrooms, most likely through the use of modular units in the near term, but possibly including new construction at some future time. (The Group's final report, issued in January 2014, is available on the Department's website.)

While the Department may need to respond to such enrollment growth in the coming years, the need to address changing requirements within individual grades is likely to exist whether or not district-wide enrollment increases. To illustrate, enrollment in grades K-12 increased this year by 142, however, the impact felt across the grade levels varied widely: nine grades saw increases averaging 24 students, while enrollment in four grades decreased by an average of 19. Further, if we look forward to 2015, even if no new students were to enter the system, individual grades would still experience significant fluctuations, ranging from an additional 35 students in grade 3 to a reduction of 34 students in grade 4. Creating greater flexibility in terms of staff certifications or skill sets can only improve the Department's capacity to respond to such changes.