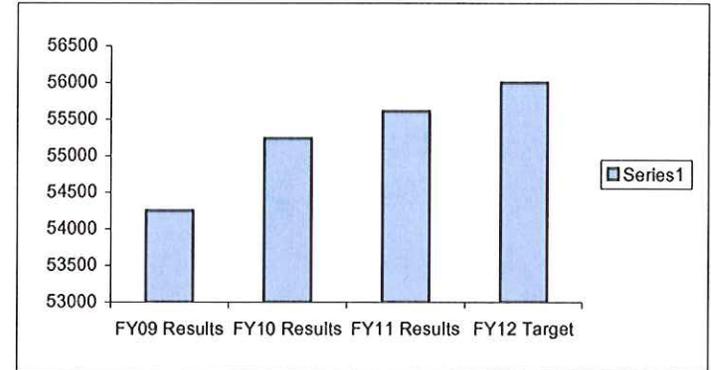


**TOWN OF BELMONT
DEPARTMENT OF
OVERVIEW OF PERFORMANCE AND OTHER CRITERIA**

Treasurer & Collector Performance Data

Key Performance Indicators

	FY09 Results	FY10 Results	FY11 Results	FY12 Target
RE/PP/EX TAX BILLS	54250	55239	55606	56000
PAYROLL CHECKS/DIRECT DEPOSITS	27775	27542	31183	32000
ACCOUNTS PAYABLE CHECKS	11986	11792	11558	11558



Administrative Performance Data

	FY10 Budget	FY11 Budget	FY12 Budget	FY13 Target
# Full Time equivalents (FTE)	7.5	7.5	7.5	7.5
# Full Time	6	6	6	6
# Part Time	3	2	2	2
% of workforce - women	56	50	50	50
Multilingual employees	2	2	2	2
% sick time - non FMLA employees	2%	3%	2%	2%

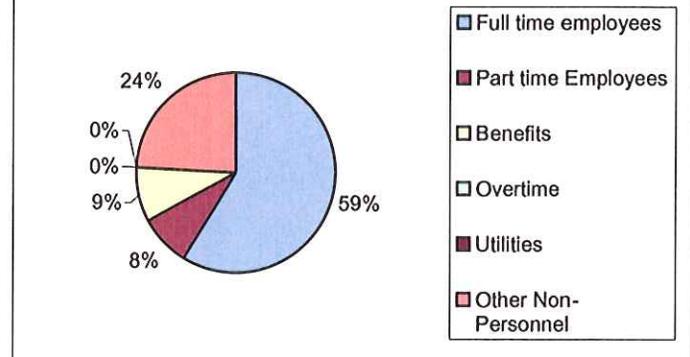
Formula= total sick days (#days x hrs/day) divided by (40 hrs x 52.2wks=2088 hrs/yr)- Fire would be 24/day

Total sick days is for everyone in dept (less those employees with FMLA) / total hrs all employees

Budget Data

	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget	%
Total Full time employees	341715	333067	336784	347510	59
Total part time employees	49420	32050	53054	49382	8.3
Benefits (health, life, work comp, Medicare)	45596	33507	36199	54034	9.1
Total overtime					0
Utilities					0
Other Non-Personnel	134511	83195	139180	142875	24
Total Expenses	571242	481819	565217	593801	

Summary of Annual Budget FY13



TOWN OF BELMONT FY 2013 NARRATIVE – TREASURER & COLLECTOR

TREASURER’S DEPARTMENT

I. Overview

Program Responsibilities: The department has three primary responsibilities:

Treasury Management: The treasurer is the cash manager of the town and responsible for the deposit, investment and disbursement of town funds. The treasurer is authorized by town meeting to issue debt on behalf of the town with the approval of the selectmen. The banking services for the town are selected, procured and managed by the treasurer. Also 457 town and 403B school deferred compensation plans and payroll are managed by the treasurer.

Collection: The Department collects Real Estate, Personal Property and Excise Taxes and utility payments.

Parking: The Department processes parking violations, payments, responds to inquiries and arbitrates parking violation request for dismissal.

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

Budget: The FY2013 budget will be approximately \$593,801 which will include 38% Treasury Management, 49% Collection, and 13% Parking.

Program outcomes/performance indicators:

1. Maximize investment income to exceed revenue budget.
2. Increase payroll direct deposit.
3. 100% collections or secured tax lien FY2010 by 12-31-11 and FY2011 by 12-31-12:

	<u>Issued</u>		<u>Outstanding</u>	
	<u>2010</u>	<u>2011</u>	<u>2010</u>	<u>2011</u>
• # of outstanding RE Tax receivables	8,080	8,128	1	61
• # of outstanding PP Tax receivables	560	539	24	35
• # of outstanding Excise Tax receivables	20,679	20,938	240	444

Note: Water, Sewer and Light unpaid bills as of 6-30 still open on 12-1 transferred to Treasurer’s Department for Collection.

4. Parking ticket 90% collections FY2010 by 12-31-11 and FY2011 by 12-31-12:

	<u>2012 EST</u>	<u>2011</u>	<u>2009</u>
• # of issued tickets	8100	8,053	7,814
• # of open tickets	-	561	458
• %	-	93	94

II. Department Budget by function

TOWN OF BELMONT FY 2013 NARRATIVE – TREASURER & COLLECTOR

	Treasury Management	Collection	Parking	Total
Salaries	\$190,508	\$179,911	\$26,473	\$396,892
Benefits	13,848	35,944	4,242	54,034
Other Expenses	18,163	74,712	50,000	142,875
Total	\$222,519	\$290,567	\$80,715	\$593,801

III. Staffing and Structure

The Treasurer’s Department staffing is currently (6) full time and two (2) part time. In 2009 a full time cashier position was eliminated.

		Years of service
Floyd Carman	Treasurer – Management*	7
Daniel Boccia	Assistant Treasurer	27
Mary Ehler	Payroll Clerk	15
Michael Trainor	Real Estate Clerk	4
Richard Arria	Excise Clerk, Parking, Cashier	2
Cindy Papa	AP, Parking, Cashier	2
Iwona Gosz	Admin. Asst., Payroll, Parking, Cashier	6
Kevin Hayes	Part time – Miscellaneous projects	6

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

I am anticipating some turnover during CY2012 but our cross training will help temper any lost productivity.

The office has peak periods at the end of each month for customers paying parking tickets and excise taxes for RMV license or registration renewal. With the entire office cross trained in the cashiers functions all hands are on deck if needed.

In these stressful times respecting and acknowledging the customer (resident) and the service is still required.

	Treasury Management	Collection	Parking	Total
Management	.75	.20	.05	1.00
Other	.25	.70	.05	1.00
Clerical	2.60	2.50	.40	5.50
Total	3.60	3.40	.50	7.50

IV. Goals, outcome measures, detailed descriptions and input/output measures for major programs

TOWN OF BELMONT FY 2013 NARRATIVE – TREASURER & COLLECTOR

A. Treasury Management

1. Goals:

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

2. Program outcome:

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

3. Description of function:

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

4. Input/Output measures:

INPUTS	Actual FY 11	Budget FY 12	Estimated FY 12	Projected FY 13
3. Number of Employees	3.60	3.60	3.60	3.60
4. Department Expenditures	231,273	228,801	228,801	222,519
OUTPUTS				
Number of Payroll Checks	8,760	8,800	8,800	8,700
Number of Direct Deposits	31,183	32,000	32,000	32,500
Number of Accounts Payable Checks	11,558	11,600	11,600	11,700

Note: 88% of full time staff on direct deposit.

B. Collection

1. Goals:

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

	<u>2011</u>	<u>2012</u>	<u>2013</u>	
• Real Estate	\$67.1M	\$66.3M	\$71.5M	(100%)
• Personal Property	.6	.6	.6	(90%)
• Excise	2.9	2.6	2.6	(99%)

2. Program Outcomes:

- 100% collection and secure tax lien.

3. Description of function:

The principal duties and authority of the Tax Collector are stated in M.G.L.

TOWN OF BELMONT FY 2013 NARRATIVE – TREASURER & COLLECTOR

Ch.41, Sec.38A.

4. Input/Output Measures:

INPUTS	Actual FY 11	Budget FY 12	Estimated FY 12	Projected FY 13
1. Number of Employees	3.40	3.40	3.40	3.40
2. Department Expenditures	218,408	273,904	273,904	290,567
OUTPUTS				
Number of Real Estate Taxes (quarterly)	32,512	32,676	32,676	32,700
Number of Personal Property Taxes (quarterly)	2,156	2,204	2,204	2,210
Number of Excise Taxes (annually)	20,938	20,950	20,950	20,950

C. Parking

1. Goals:

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

2. Program Outcomes:

Parking Tickets (CY)	<u>Issued</u>	<u>Open</u>	<u>%</u>
2012 (est.)	8,100	-	-
2011	8,053	561	93
2010	7,814	458	94

3. Description of function:

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

4. Input/Output Measurers:

INPUTS	Actual FY 11	Budget FY 12	Estimated FY 12	Projected FY 13
1. Number of Employees	.50	.50	.50	.50
2. Department Expenditures	32,137	80,297	80,297	80,715
OUTPUTS				
Number of Parking Tickets Issued	8,053	8,100	8,100	8,100

V. Opportunities/ Challenges/ Innovation/ Strengths

TOWN OF BELMONT FY 2013 NARRATIVE – TREASURER & COLLECTOR

1. Opportunities:

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

Potential:

- a. Investigate issuing paperless RE tax bills. Under the FY2011 Patrick Partnership Legislation communities were granted permission to issue paperless RE tax bills (IN PROCESS).
- b. Investigate changing quarterly RE tax billing from four (4) mailings to two (2) mailings.

2. Challenges:

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

3. Innovation: N/A

4. Strengths:

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

**TOWN OF BELMONT EXPENDITURES
FY2013 PROPOSED BUDGETS**

MUNIS Org & Obj	Account Title	FY10 EXPENDED	FY11 EXPENDED	FY12 TOWN FINAL VOTE	FY12 TOWN EST EXP	FY13 TOWN REQ LEVEL SERVICE	% Chg Level Service to FY 12
<u>TREASURY MANAGEMENT-COLLECTION</u>							
<u>11451</u>							
511000	FULL TIME WAGES	229,244	245,489	247,639	252,352	256,582	
511100	PART TIME WAGES	39,809	29,050	50,054	45,341	46,382	
511900	ELECTED OFFICIALS	84,035	86,537	89,145	89,145	90,928	
513000	OVERTIME	1,461	1,041				
514800	LONGEVITY	1,373	1,525	1,525	1,825	1,875	
517000	HEALTH INSURANCE	38,898	25,734	44,827	44,827	44,827	
517200	WORKERS COMP	1,287	1,233	1,646	1,646	1,892	
517800	MEDICARE	3,561	5,004	5,671	5,671	5,739	
	<u>PERSONAL SERVICES</u>	<u>399,669</u>	<u>395,612</u>	<u>440,507</u>	<u>440,807</u>	<u>448,225</u>	
<u>11452</u>							
524500	MAINT OFFICE EQUIP	230	572	2,825	2,825	3,225	
530000	BANK SERVICE CHARGE	16,757	20,132	22,455	22,455	23,650	
530600	COMPUTER SERVICE	3,864	1,275	12,000	12,000	12,000	
	TRAINING	263	-	3,000	3,000	3,000	
534500	POSTAGE	19,530	22,999	26,000	26,000	27,500	
534700	PRINTING	8,376	11,243	15,000	15,000	15,400	
542100	OFFICE SUPPLIES	1,846	1,741	7,000	7,000	7,000	
542200	COMPUTER SUPPLIES	2,679	2,777	4,000	4,000	4,000	
552900	BOOKS & PERIODICALS	449	449	700	700	700	
558900	OTHER EXPENSES						
571000	IN-STATE TRAVEL	1,015	2,000	3,000	3,000	3,000	
573000	ASSOC.DUES & MEMBERSHIP	385	450	1,000	1,000	1,000	
574100	INSURANCE AND BONDS	1,673	1,673	2,200	2,200	2,400	
	<u>OTHER EXPENSES</u>	<u>57,066</u>	<u>65,311</u>	<u>99,180</u>	<u>99,180</u>	<u>102,875</u>	
	TOTAL TREASURER & COLLECTION	456,735	460,923	539,687	539,987	551,100	2.1%

**TOWN OF BELMONT EXPENDITURES
FY2013 PROPOSED BUDGETS**

MUNIS Org & Obj	Account Title	FY10 EXPENDED	FY11 EXPENDED	FY12 TOWN FINAL VOTE	FY12 TOWN EST EXP	FY13 TOWN REQ LEVEL SERVICE	% Chg Level Service to FY 12
<u>11471</u>	<u>PARKING CLERK</u>						
511100	PART TIME WAGES	3,000	3,000	3,000	3,000	3,000	
517200	WORKERS COMP	12	11	15	15	17	
	<u>PERSONAL SERVICES</u>	<u>3,012</u>	<u>3,011</u>	<u>3,015</u>	<u>3,015</u>	<u>3,017</u>	
<u>11472</u>							
530000	TICKET PROCESSING	16,304	17,128	36,000	36,000	36,000	
530900	PARKING LOT MAINTENANCE	-	756	1,000	1,000	1,000	
534700	PRINTING	-	-	3,000	3,000	3,000	
	<u>OTHER EXPENSES</u>	<u>16,304</u>	<u>17,884</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	
	TOTAL PARKING CLERK	19,316	20,895	43,015	43,015	43,017	0.0%
	<u>TOTAL GENERAL GOVERNMENT</u>	<u>3,260,526</u>	<u>3,290,443</u>	<u>3,791,202</u>	<u>3,815,559</u>	<u>3,943,732</u>	4.0%