

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
TOWN OF BELMONT**

**Town Clerk**

<b>Town Clerk - FTE</b>				
	<b>Legislative</b>	<b>Elect. &amp; Reg</b>	<b>Town Clerk</b>	<b>Total</b>
Management		1.0	2.5	3.5
Other	0.1	0.4		0.5
Clerical				0.0
<b>Total</b>	<b>0.1</b>	<b>1.4</b>	<b>2.5</b>	<b>4.0</b>

<b>Town Clerk Department Budget Recap</b>				
	<b>Legislative</b>	<b>Elect &amp; Reg</b>	<b>Town Clerk</b>	<b>Total</b>
Salaries	200	64,586	134,530	199,316
Benefits		273	12,573	12,846
Other Expenses	11,720	122,757	5,560	140,037
<b>Total</b>	<b>11,920</b>	<b>187,616</b>	<b>152,663</b>	<b>352,199</b>

**Town Clerk:**

Vital records, certifications, resident book, legal repository, licensing (business, raffles, fuel, animal),d/b/a, passports, campaign finance reports

Nomination papers, certification of petitions, residency letters, census administration, oaths of office, appliance stickers

Certification of zoning and planning board notices, decisions, posting of minutes and meetings, physician registration, hunting & fishing licenses

Notary services, main information point for the public in person and via phone, maintain town meeting member attendance records

Issuance of house numbers, sell copies of by-laws (general and zoning) and resident book

**Elections & Registrations:**

Elections and voter registrations, absentee ballots, voting equipment polling locations, ballot administration, certification of election for Secretary of State

**Legislative:** Town Meetings, mailings, recording

**Options if the Town Clerk's office is given additional funding:** we would attempt to create adequate, secure, climate controlled vault space for storage of the original vital records of the town, including birth, death, marriage certificates back to 1859, voting equipment, ballots and election results

**PROGRAM DESCRIPTION**

**Legislative**

The Legislative budget program covers costs related to Town Meetings and is managed by the Town Clerk. Town Meeting costs include stenographic services, transcription of Town Meeting minutes, police details, media specialist,

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custodial services, Town Moderator's annual salary, printing and posting of the Warrant Booklet and mailing of warrants to all Town Meeting Members; posting of Attorney General approval in all precincts indicating validity of procedure. All postings of warrants, adjourned Town Meetings and Attorney General decisions are done by a local Constable.

Work with Town Counsel, Moderator and Selectmen on warrant preparation and deadlines. Amendment requests on motions must be received by the Town Clerk's office three business days before Town Meeting in order for the Moderator and Town Counsel to approve form and substance.

The 5 year capital budget for the Town Clerk's department includes an audience response system which would allow Town Meeting Members to vote and have each member's votes be counted with expediency and accuracy.

**Elections and Registrations**

This budget program is shared by the Town Clerk's office and Board of Registrars.

The Board of Registrars consists of the Town Clerk and three members appointed by the Board of Selectmen from submission of names approved by the Democratic and Republican Town Committees. The Board's functions include voter registration sessions, assistance at precinct caucuses, and availability on election day to oversee precincts with the Town Clerk. The Board of Registrars has sole responsibility to conduct Recounts.

A little known fact is the Board of Registrars is responsible for the town census. We benefit from volunteer assistance in opening and organizing the census returns into precincts.

1. The Town Clerk's staff performs the following functions for elections under this category:
  - Adhere to all federal and state mandates for elections
  - Work with Town Counsel, Moderator and Selectmen on ballot questions
  - Prepare and supervise Town, State and Federal Elections
  - Prepare and assist at recounts
  - Arrange polling locations, election workers and supplies for every election.

Due to the closing of the temporary Senior Center at the former Our Lady of Mercy Parish Hall, Precinct 6 voting location was changed. The following changes were ultimately made to comply with state laws, effective the Special State Primary Election held December 8, 2009 : Precinct 6 moved to the Fire Headquarters on Trapelo Road, Precincts 3 & 5 moved from the Fire Headquarters to the new Beech Street Senior Center. All residents in these three precincts were notified by postcard.

Maintains and tests voting machines and transmits test tape results to Secretary of State.

Final election results are forwarded to Secretary of State, local media and AP wire services. Election results are posted on local web page as soon as practical.

- Issues nomination papers and certifies signatures for Annual Ballot and initiative petitions;
- Prepares final warrant for Annual Town Election for approval and printing;
- Initiates ordering, counting and distributing ballots to precincts;
- Notifies incumbents in a timely fashion for re-election
- Supplies nomination papers and instructions to candidates for local elections
- Monitors polling locations and consults with wardens on election day and solves problems;
- Conducts absentee balloting, including verifying voting status, transmitting and proper recording of each ballot;
- Tallies precinct and final election results for the public and transmittal to the Secretary of Commonwealth
- Reports results to the Associated Press News Service on election night for which the Town Clerk's Association
  - receives a stipend;
- Scans individual voter proceedings into the state computer to update records
- Conducts recounts and caucuses with Board of Registrars, if necessary; and
- Administer campaign finance laws

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Whereas the Secretary of State had previously maintained service contracts for the new AutoMark voting machines, we were apprised that this responsibility has been transferred to the individual towns and cities, totaling some \$24,000 (\$1,000 per machine per election), which was to be a new expense for FY10. These machines were mandated by ADA guidelines.

It should be noted that the town-wide election tallying process depends upon hardware, software and personnel to be successful. A contract through the State purchasing program many years ago was executed for Belmont with LHS to provide both hardware and software for our voting machines and a laptop to tabulate results. The tabulation system relied upon a 3.5 inch floppy disc to transfer the precinct data to the Town's computer for importation into a spreadsheet. The software was not Windows based, is antiquated and there was a risk that the 3.5 in floppy will no longer be standard technology. The Town Clerk's office worked successfully with Belmont IT and LHS to purchase a reliable solution which was used for the first time for the December 8, 2009 Special State Primary Election. The original budget was \$10,500, final capital expense was \$9,050.

Voter registrations are verified and entered into the Central Voter Registry controlled by the Massachusetts Secretary of State. Functions include new "in-person" voter registrations, mail-in registrations, registrations received from the Registry of Motor Vehicles, social service agencies and other cities and towns, also Federal Post Card Voter applications for overseas US citizens and members of the military. It is our duty to notify other states when their former voters register in Belmont, which is mandated under the HAVA (Help America Vote Act)

The Uniformed and Overseas Citizens Absentee Voter Act, now requires that absentee ballots for every election be sent to these specially qualified former Belmont residents. Additional legislation to permit absentee voting via email or fax is on the horizon for January 2010.

This office must also verify local and state nomination/petition papers signed by Belmont voters, update change of political party requests. Party change regulations were amended in 2005, except for those wishing to be listed in a party for specific reasons, such as Party delegates to a convention.

2. A census form is sent to each of the more than 11,000 households every January. A follow up second mailing to those non respondents is sent in February if time and money permit. Often telephone calls are substituted in the evening reaching a greater number of people. The 2007 census had a poor return average necessitating 2500 confirmation cards to be sent. After census forms are returned, the office compiles and updates the data in the Central Voter Registry and publishes a yearly resident book. The Town and School Department require that residency of newly declared residents must be verified and individuals must be listed on the census in order to enroll students in the schools. The census is also used to create eligibility for jury lists. Military personnel are eligible for a Welcome Home bonus and it is the duty of the Town Clerk to verify residency at the time of entrance into the military.

A challenge for upcoming years is to maintain the high quality of our dedicated pollworkers. We will look for ways to continue to recruit and maintain well-trained voters who are unbiased to assist in this effort.

#### Town Clerk

The Town Clerk's Department, the heart of town government and liaison to residents, remains a busy location within the Town Hall Complex. As the main public information center, located at ground level, the Town Clerk's office directs the public to proper departments as well as forwards and fields many telephone inquiries. Many hours of staff and management personnel is provided to this particular function. The direct telephone numbers to each office hasn't caught on yet and we transfer many calls each day. In addition, a large number of phone calls are answered from individuals asking if we have a particular death, birth or marriage record. The response requires researching the specific vital records, often this research doesn't result in the purchase of a certified document.

In performance of its many functions, the Town Clerk's Department maintains and provides the following:

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- Records, registers and preserves vital statistics, (births, deaths and marriages) certifies same and reports to Commonwealth monthly and verifies yearly. Provides certified copies of records as requested in person and by mail. Creates and records adoptions of children born out of the country as well as within.
- The Town Clerk notarizes documents for town residents; is clerk to Board of Registrars; prepares payroll; signs bills; is Justice of the Peace.
- Retains notices for specified periods of time and files minutes of meetings.
- Files notices of appointments and resignations for Town boards, committees, commissions and Town Meeting.
- Issues house numbers for new construction and renovations.
- Receives all legal documents on behalf of the Town (as Keeper of Records) and forwards to Town Administrator, Town Counsel and appropriate departments.
- Records and certifies Board of Appeal cases for Registry of Deeds.
- Certifies notes for borrowing with Town Treasurer.
- Administers oath to all elected and appointed persons and distributes copies of open meeting and conflict of interest laws.
- Licenses: Marriage licenses; animal licenses; raffle permits; business certificates; Class I and Class II car licenses; update Class I and II license holders of requirement ,M.G.L. CHAP..90, SEC. 7N ¼ and 201 CMR 11.00, to display warranty law to consumers; junk licenses; antique licenses; common victualler; underground fuel storage permits and original licenses in conjunction with the Fire Department; livery licenses; common carrier licenses, taxi licenses; boarding house license; collect code violation money; issue hunting and fishing licenses, sell archery stamps, waterfowl stamps, black gun powder stamps all of which is now optional to city/town clerks.
- Keeps the records of the latest (October 2009) State Ethics Law requirement for every employee, committee, board, commission member and volunteer, including the date of notification, training and expiration.

Most of the responsibilities of the Town Clerk's office are mandated by Massachusetts General Laws. The Town Clerk works closely with Secretary of the Commonwealth on acceptance of statutes and ordinances. In many instances, the office of the Town Clerk and Election and Registration interact.

Although the Commonwealth's "E-Vitals" program appears to be several years away, making access to vital records using electronic order and payment methods may be a focus, though at this time, open access to vital records via the internet is not something we endorse for privacy concerns and protection of our citizens.

### **2009/2010 MAJOR ACCOMPLISHMENTS**

#### **Legislative**

1. Arranged and prepared the Annual and Special Town Meetings.
2. Compiled changes in Zoning and General By-Laws and transmitted them to the Attorney General for approval.
3. Recorded and certified all official actions of the Town Meeting legislation and appropriations.
4. Sent legislation to Department of Revenue and Division of Local Mandates.
5. Recorded and maintained Town Meeting Member attendance.
6. Mailed warrant to Town Meeting Members before meeting for their assessment.

#### **Elections and Registrations**

1. Conducted Wellington School Debt Exclusion Election, Special Primary and anticipate conducting Special State Election and Annual Town Election, State Primary and Final State Election.
2. Anticipate processing of 860 absentee ballots for FY10.
3. Prepared Census and Resident Book .
4. Accomplished move of Precincts 3 & 5 to new Beech Street Center and Precinct 6 to Fire Headquarters.
5. Continued updating voter registrations per Federal Law enacted January 1, 2003 in an effort to prevent voter fraud. Also instructed election workers in procedure to follow on Election Day.
6. Conducted Warden and Clerk training session for Provisional Ballots and AutoMark Voting Machines
7. Registered high school students with LWV
8. Successful deployment of the handicapped voting machines provided by the Commonwealth.
9. Successful installation and use of the GEMS software to tally votes in a windows-based environment.

#### **Town Clerk**

1. Utilizing vital statistic template forms on computer.

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2. Additional staff member was trained by U.S. Dept of State to serve as passport agent. Number of passports being processed on the rise. Also providing accurate telephone responses to individual passport questions.
3. Continued to promote the sale of the Belmont items for the Historical Society and 150<sup>th</sup> Anniversary Committee for 2009.
3. Welcomed groups of teen students from McLean Hospital's Pathfinders program for tours and explanation of Town affairs.
4. Had oldest (1859) record books bound and encapsulated.
5. Cooperation with School Superintendent led to new requirements for establishing residency prior to enrollment in Belmont Public Schools.

**FISCAL YEAR 2011 OBJECTIVES**

**Town Clerk**

1. Have old record books bound and encapsulated
2. Initiate one-time physician registration program.
3. Work with Animal Control Officer to increase licensing for 2009 unlicensed dogs/cats.
4. Work with vendor to organize and properly store vital record books in vaults. Current storage system, though dense, has limited accessibility for staff, and does not offer adequate storage, nor does it offer full fire protection. In addition, vault for vital records does not have appropriate humidity and temperature controls to preserve these old records

**Performance/Workload Indicators**

Description	FY09 Actual	FY10 Estimate	FY11 Projected
<b>LEGISLATIVE</b>			
# of Annual Town Meeting Sessions	3	5	4
# of Special Town Meeting Sessions	2	3	3
Preparation of by-law changes for Attorney General and posting.	2	2	2
<b>ELECTIONS AND REGISTRATIONS</b>			
Number of Public Records Requests (Legal 10 day response time)	200	150	150
Number of Elections	4	3	4
Recount of Elections	0	0	0
# Absentee voters/specially qualified voter requests.	2648	862	1292
<b>TOWN CLERK</b>			
Marriage Intentions/Licenses	125	150	150
Birth recordings	284	275	275
Death recordings	190	185	200
Certified copies of Birth, Death and Marriages, letters to school, Resident letters, housing letters, etc.	1519	1605	1605
Dog/Cat Licenses	1297 / 758	1297 /758	1,335 / 793

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Description	FY09 Actual	FY10 Estimate	FY11 Projected
Licenses and Fuel Permits	82	84	85
Business Certificates	108	108	120
Physician Registrations (New FY2011)			100

**REVENUE ISSUES**

**Town Clerk Fees**

The fees structure of the Office of the Town Clerk will increase effective January 1, 2009.

Materials made available for downloading from the Town's website has decreased the fee revenue from the sale of several of the Town's books and maps.

Description	FY09 Actual	FY10 Estimate	FY11 Projected
Dog licenses	\$15,729	\$16,020	\$16,020
Cat licenses	\$8,387	\$9,516	\$9,516
Sporting fees for licenses and s	\$160	\$160	\$160
Marriage Intentions	\$3,280	\$4,500	\$4,500
All licenses	\$8,940	\$8,940	\$9,040
Address labels/disks	\$610	\$550	\$550
Violations	\$6,450	\$6,450	\$7,000
Business Certificates	\$4,465	\$5,400	\$6,000
Resident Books/By-Laws	\$1,490	\$1,675	\$1,675
Maps and Raffle Permits	\$85	\$200	\$200
Zoning Books	\$225	\$375	\$375
Passport Applications	\$1,400	\$1,400	\$1,400
Birth,Death,Marriage,Misc Certificates and Certifications	\$27,440	\$32,100	\$32,100
Fuel/Gas Permits	\$605	\$605	\$605

**Other Revenue**

Money collected for Division of Fishes Wildlife at Commonwealth of Massachusetts Description	FY09 Actual	FY10 Estimate	FY11 Projected
Appliance and CRT stickers for DPW	\$2,980	\$2,980	\$2,980
	\$1,955	\$1,980	\$1,980

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**TOWN ADMINISTRATOR**

**EXECUTIVE SUMMARY**

The Town Administrator's office is tasked with supporting the Board of Selectmen, town committees, and overseeing the general management of the Town including legal matters. Insurance claims and preparation for Town Meetings represent a growing portion of office time. Many of our achievements are of an administrative nature and not directly visible to the residents, but result in savings to the taxpayer. In FY10, reducing the number of printed copies of the Annual Report saved both time and money. Improved communication with Town residents continues to be a major goal for the coming year.

The office has 3.8 FTEs (3 full time and 3 part time employees). Below is a chart showing how those employees' time is broken out:

<b>BOS/Town Administrator/Legal - FTE</b>							
	<b>Selectmen</b>	<b>Community Relations</b>	<b>Committees/ Commissions</b>	<b>General Management</b>	<b>Property/ Casualty Insurance</b>	<b>Legal</b>	<b>Total</b>
Management	0.4	0.2	0.1	0.6	0.4	0.3	2.0
Clerical	0.7	0.3	0.6	0.1	0.1	0.0	1.8
<b>Total</b>	<b>1.1</b>	<b>0.5</b>	<b>0.7</b>	<b>1.2</b>	<b>0.5</b>	<b>0.3</b>	<b>3.8</b>

The summary budget following the same format is presented below. Although the benefit total is reflective of the entire department, those expenses are presented as a percentage of full time equivalents.

<b>BOS/Town Administrator/Legal Budget Recap</b>							
	<b>Selectmen</b>	<b>Community Relations</b>	<b>Casualty Insurance</b>	<b>General Management</b>	<b>Property/ Casualty Insurance</b>	<b>Legal</b>	<b>Total</b>
Salaries	31,285	25,760	28,493	156,383	35,640	33,443	311,004
Benefits	8,370	837	6,696	10,303	4,405	2,870	33,481
Other Expenses	17,170	1,328	2,128	11,405	290,000	238,990	561,021
<b>Total</b>	<b>\$56,825</b>	<b>\$27,925</b>	<b>\$37,317</b>	<b>\$178,091</b>	<b>\$330,045</b>	<b>\$275,303</b>	<b>\$905,506</b>

**2009 MAJOR ACCOMPLISHMENTS**

1. Produced FY10 operating budget which continued services without the need for an override.
2. Appointed Re-Use Committee to recommend best use of former Benton library.
3. Successfully managed transition to producing Annual Report as a mostly electronic document, saving substantially on production cost.
4. Improved planning and cooperation with Town Moderator and committees resulting in smoother functioning of Annual and two Special Town meetings.
5. Drafted and implemented new policy governing use of municipal vehicles.
6. Provided key information to residents on Town website, resulting in E-Government award for the second consecutive year.
7. Worked with Government Structure Committee to develop and gain approval of provisions for recall of elected officials and increased powers for police chief.
8. Coordinated purchase and installation of new lighting in Town Hall Auditorium.

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9. With assistance from relevant departments, undertook new initiative to enforce commercial sidewalk snow removal.

**PROGRAM DESCRIPTION**

Board of Selectmen

The Office of the Board of Selectmen oversees the operations and activities of the elected Board of Selectmen. The Board of Selectmen is comprised of three elected members who serve in a part-time capacity and receive a small annual salary for their service. The members do not maintain individual offices in the Town Hall. Instead, they rely on full-time administrative and management staff to manage the day-to-day operations of the office. The Board of Selectmen convene regularly throughout the year, typically on Monday evenings, to discuss policy issues; to set agendas for itself and the Town Meeting; to resolve disputes; to issue licenses; to establish ad hoc committees and to make appointments to existing boards and committees; and to develop a budget recommendation for Warrant Committee consideration. The Board of Selectmen is the primary entity that has the structure and ability to identify issues of Town-wide importance that are translated into operational goals or placed on the legislative warrant for Town Meeting consideration and approval. It is the Board of Selectmen that creates the Warrant for the Town Meeting.

Many hours of staff and management support are provided to the operations of the Board of Selectmen. Functions include, among others, the processing of license applications; working in concert with the Chairman of the Board of Selectmen to set the Board's meeting agendas; preparing an "agenda packet" for each Selectman and PowerPoint slides for the public containing information regarding each agenda item to ensure efficient and effective meetings; processing the actions of each Selectmen's meeting; tracking requests for information and claims; preparing all materials for the smooth and efficient flow of the Town Meeting; and facilitating the preparation of the Board's budget recommendation.

Community Relations

A variety of services are provided in this program that relate to public relations and public information and communication. Publication of the Town Report, and the Town website are both funded from this program.

Committees and Commissions

The Committees and Commissions Coordinator provides complete services to all permanent and temporary Town Committees and Commissions. Services include: identifying and booking meeting locations; officially posting committee meetings on Town Clerk's bulletin board, the Town's website calendar, and ensuring that website subscribers receive a copy; adding any pertinent reports, etc. to a Committee or Commission webpage; maintaining current membership information on official town roster, as well as website; officially posting Committee and Commissions minutes with Town Clerk, as well as on Committee or Commissions webpage; and compiling and maintaining a listing of resident volunteers as a "pool" for future appointments. In addition, the Committees and Commissions Coordinator provides an invaluable service to Committee Chairpersons in understanding their roles and responsibilities and also provides additional administrative support in their efforts to lead committees.

General Management

The Town Administrator, Assistant Town Administrator, and Administrative Coordinator positions are funded from this program. These individuals coordinate generally the overall operations of the Town and handle special projects. Specific responsibilities include public relations; recruitment and hiring of key department head positions; budget development; responding to public requests for information; oversight of the Town's property, auto and professional liability insurance programs for both the Town and School departments; evaluation of all department manager performance; rental of Town facilities; and oversight of special projects and issues. In addition, the Town Administrator and Assistant Town Administrator are routinely tasked by the Board of Selectmen to take on additional responsibilities and projects of interest to them and the Town.

Legal

The Legal program is the budget from which all legal counsel services and legal settlements are funded. The Board of Selectmen annually appoints a Town Counsel. In addition, the Town retains the services of labor, cable, land use, and other special counsel. The Town Administrator manages this program budget.



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We are now beginning to see a decrease in legal costs resulting from the decision to purchase general liability insurance in 2006. However, the cost of occasional settlements against claims varies wildly from year to year. Town Counsel staunchly defends the best interests of the Town and minimizes settlement costs.

Controlling legal costs is an important priority for the Town Administrator.

Insurance

The Assistant Town Administrator oversees the Town's property, liability, and automobile insurance policies with the assistance of the Property and Casualty Insurance Advisory Committee. The Assistant Town Administrator works directly with the Town's insurance broker to handle claims and ensure that the Town's interests are fully protected. By paying to insure the Town's physical and personnel assets, the Town avoids much larger costs in legal services and damage from accidents. The policies are put out for competitive bid roughly every three years and are scheduled to be bid in 2010. The Assistant Town Administrator manages this program budget.

**FISCAL YEAR 2011 OBJECTIVES**

1. Develop new sources of revenue for the Town.
2. Develop, maintain, and implement controls on health care costs.
3. Develop and maintain regional opportunities for the Town.
4. Redefine the Town's Engineering, Community Development, Planning and Economic Development functions.
5. Review Town management of facilities and consolidation of Town & School functions.
6. Assist in public/private partnership regarding development and land conservation.
7. Improve communications with the public.
8. Develop personnel management and development plans.
9. Produce and present FY12 Town Budget proposal.

**Performance/Workload Indicators**

Description	FY09 Actual	FY10 Estimate	FY11 Projected
# of Board of Selectmen Meetings	36	36	36
# of Nights of Town Meetings	5	6	4
# of Nights of Other Meetings	100	100	100
# of Liquor Licenses (16 available)	13	13	14
# of Permanent and Temporary Committees	52	46	50
# of Committee Members	500	494	520
Approx. # of Hours of Staff Time Required to Produce Annual Town Report	75	75	75
Approx. Hours to Produce Town Meeting Warrant/Motions/Slides	48	45	45

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
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**REVENUE SOURCES**

**Fees**

Description	FY09 Actual	FY10 Estimate	FY11 Projected
Liquor License Fees	\$37,300	\$37,301	\$41,350
Utility Petition Fees	\$2000	\$2000	\$2000
Block Parties	\$700	\$800	\$700

**FY11 LEVEL SERVICES BUDGET SUMMARY**

The Town Administration fiscal year 2011 level services budget will be relatively unchanged from FY2010. Slight increases include step increases for employees below the midpoint of their salary range, an increase in the legal budget to reflect the cost of counsel in collective bargaining, and a conservative assumption of a 5% increase in insurance costs across the board.

**HUMAN RESOURCES DEPARTMENT**

**EXECUTIVE SUMMARY**

The Human Resources department mission is to provide internal support services to managers, staff and retirees and provide compliance support for various Federal and State Employment laws. To this end, the major areas of responsibility and service are:

- 1) Administration of the Classification and Pay Plans; 2) Recruitment and Employment; 3) Maintenance of all legally required Employment records; 4) Compliance with State and Federal Employment laws; 5) Labor Relations and Collective Bargaining;
- 6) Administration of Benefits Plans for All Town and School employees and retirees;
- 7) Equal Opportunity requirements 8) Administration of Workers Compensation; 9) Town Unemployment Claims Administration; 10) Development and oversight of employment policies and practices.

For the purpose of this budget compilation, the Human Resources Department functions have been divided into four separate and distinct functional areas. These areas are intertwined and move from one area to another on a recurring basis in response to the needs of the various internal departments and constituent unions, employees, retirees, applicants, consultants or outside government agencies. All of our services provide support to department heads and employees as well as regulatory compliance with State and Federal mandates to the Town. This year a new State unfunded mandate was enacted requiring this department to monitor employee compliance with training on the update State Ethics law. This comes on the heels of the Mass. Health Care Reform Act mandating additional notifications and documents as well as the Federal stimulus funds which require additional mandates for those on Cobra.

The H.R. department consists of 2.7 FTEs (2 full time and 1 part time employee). Below is the chart showing how employee time is broken out.

<b>Human Resources Department – FY11</b>					
	<b>H.R./Labor Relations</b>	<b>Benefits Administration</b>	<b>Pay and Classification</b>	<b>Fed/State Regs. for Employment</b>	<b>Total</b>
Management	0.5	0.2	0.1	0.2	1.0
F.T. Clerical	0.1	0.8		0.1	1.0
P. T. Clerical		0.2		0.80	1.00
<b>Total</b>	<b>0.6</b>	<b>1.2</b>	<b>0.1</b>	<b>1.10</b>	<b>3.00</b>

The summary budget following the same format is presented below. These expenses are presented as a percentage of full time equivalents.

<b>Human Resources Budget FY11</b>					
	<b>H.R./Labor Relations</b>	<b>Benefits Administration</b>	<b>Pay and Classification</b>	<b>Fed/State Regs for Employment</b>	<b>Total</b>
Salaries	57,272	65,271	10,492	48,907	181,569
Benefits	7,573	15,147	1,262	13,885	37,867
Other Expenses	766	23,217	1,516	2,966	28,465
<b>Total</b>	<b>65,611</b>	<b>103,635</b>	<b>13,270</b>		

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**65,757    247,901**

**H.R./Labor Relations** - employment issues, personnel policies and questions, union contract compliance and interpretations, grievances, impact bargaining, collective bargaining

**Benefits Administration** - Health, Dental, Life Insurance enrollments, deductions, assistance, bills processing, Cobra. (Note: This department administers benefits for all School employees as well as all Town and School retirees in addition to Town employees.)

**Pay and classification plan** – administer application of union and non-union pay plans, updating of job descriptions, rating revised and new job descriptions

**Federal and State Employment Regulations** – Workers Compensation, FLSA, FMLA, EEO, ADA, Immigration, Civil Service, Employment/Benefit recordkeeping, Flexible spending, DOT Drug and Alcohol testing, Military Leave rights under USERRA, HIPAA and DOT license tracking.

**Human Resources Department Budget Summary**

The Human Resource budget is largely comprised of accounts that are a repository for services to other Town departments. For example, the drug testing funds are cover the cost of tests for employees required to hold a commercial drivers license based on the type of vehicles they drive for the Town. Federal law requires us to randomly test these drivers for alcohol and drug use. The Advertisement line item covers the cost of employment ads for the various departments in addition to openings being posted on the Town website. The Professional Services line cover the cost of having job description ratings reviewed, and the open enrollment vendor charge for open enrollment in the Town's pre-tax flexible spending account, plus the Town's consulting services contract on Health Insurance costs.

Due to the fact that general raises and steps have had to be funded from the operating budget for the past several years, when the non-departmental line items are removed, the departmental budget has decreased to approximately \$4,500 annually. In addition, it was necessary to reduce funds from Town wide accounts to maintain already inadequate staffing levels to continue to function as Federal and State employment regulations continued to increase.

Now that the Town's health insurance is self funded, it is appropriate to charge the Health Insurance Consulting Service expense to the Trust fund. This frees up approximately \$16,500 in funds to replenish the Town wide accounts for advertising, the employee assistance program/wellness, the position rating review line, the professional staff development line as well as bring up the office supplies moderately to cover actual costs, while maintaining an overall decrease in the departmental budget.

If the department were granted more funds, I would request that a professional position be established in the H.R. department so that there was a professional level position between the 1.7 clericals and the department head position. This would allow many of the administrative employment compliance duties requiring critical thinking and knowledge of the H.R. field to be delegated so that the Director position could be used for projects, research, and strategic management work. The clerical staff would be afforded more direct supervision time, especially during years that require a large portion of the Director's time in meetings for Union contract negotiations or dealing ongoing with employment issues in the areas listed above.

**Information Technology Department**

Mission Statement

The Town of Belmont Information Technology (IT) Department provides strategic technology planning services to all Town departments to enable them to efficiently provide their respective services to Town residents. The purpose of the IT Department's technology investment, deployment, training and maintenance will be to assist the Town in fulfilling its mission.

Executive Summary

The IT Department consists of the following functions:

- Desktop Services – this includes Help Desk, Printer, PC replacement and Mobile (laptop) services.
- Enterprise Resource Planning (ERP) System administration – this includes Munis and Cogsdale.
- Geographical Information System (GIS) and Database administration.
- File Server and Communications administration – this includes Exchange (email), systems security (anti-virus, anti-malware and encryption), Terminal services, Web services, file storage, backups and virtualization.
- Technology training

The IT Department employs 5 FTE's. The chart below illustrates how the employees' time is allocated based on the functions listed above.

<b>IT Department - FTE Distribution</b>						
	<b>Desktop Services</b>	<b>ERP System Admin.</b>	<b>GIS/DB Admin.</b>	<b>File Server/ Comms Admin.</b>	<b>Technology Training</b>	<b>Total</b>
Management	0.1	0.5	0.1	0.1	0.2	1
Other	0.75	1	0.8	0.8	0.1	3.45
Clerical	0.2	0.1	0.1	0.1	0.05	0.55
<b>Total</b>	<b>1.05</b>	<b>1.6</b>	<b>1</b>	<b>1</b>	<b>0.35</b>	<b>5</b>

Utilizing the same format, the budget summary for the department is shown below. The benefit total is reflective of the entire department; however those expenses are presented as a percentage of FTEs.

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**IT Department - Budget Recap**

	<b>Desktop Services</b>	<b>ERP System Admin.</b>	<b>GIS/DB Admin.</b>	<b>File Server/ Comms Admin.</b>	<b>Technology Training</b>	<b>Total</b>
Salaries	\$62,172	\$94,739	\$59,212	\$59,212	\$20,724	\$296,059
Benefits	\$13,137	\$20,018	\$12,511	\$12,511	\$4,379	\$62,556
Other Expenses	\$68,577	\$89,261	\$36,438	\$78,413	\$6,251	\$278,940
<b>Total</b>	<b>\$143,886</b>	<b>\$204,018</b>	<b>\$108,161</b>	<b>\$150,136</b>	<b>\$31,354</b>	<b>\$637,555</b>

Functional Descriptions

**Desktop Services** – The department currently services 220 desktop computers as well as 43 laptops. These are distributed throughout 22 departments in 11 buildings. Also serviced are 85 printers. Servicing involves software installations and updates, virus scans, repairs and replacements. Industry standard for computer replacement is 3yrs. Our replacement schedule is 5yrs. Printers are replaced on an as needed basis, typically 6 – 8yrs. Maintenance of software licensing is also a component of this function.

**ERP System**

**Administration** - The ERP (Enterprise Resource Planning) system is provided by Tyler Technologies and is called MUNIS. It provides a common repository for the entire Towns' financial, asset and personnel data. The MUNIS system is used by all departments and is a vital and critical component of the technology infrastructure. Administration is performed by the IT Director and involves version upgrades, weekly updates, help desk service call resolution, monthly file maintenance and system integration. We are currently involved with a second ERP installation with the Belmont Municipal Light Department (BMLD). The vendor is Cogsdale and is expected to be fully implemented in FY2011. This system will be used for utility billing (water/sewer, electric) and for BMLD financials, inventory, workorders, and payroll. The Cogsdale system is being integrated with MUNIS and GIS.

**GIS/Database**

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

**File Server and Communications**

**Administration** -The Town server infrastructure currently contains 25 servers. Maintenance involves monthly updates, configuration modifications, virus scans, log file analysis, and performance monitoring. Also included in this function is the Storage Network which allows critical data replication of School data to Town storage and Town data to School storage for disaster recovery purposes. Data backup to disk and tape for offsite storage is performed daily, weekly and monthly to ensure no loss of data for any reason. The Town utilizes Microsoft Exchange for email. There are currently over 220 mailboxes which are constantly scanned for viruses and SPAM. We are currently evaluating email archiving systems for

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implementation in FY2010. This will protect the Town from litigation for lack of eDiscovery capability. We have started a virtualization project which will result in reducing our server count by at least 50% thereby reducing maintenance costs.

**Technology**

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

**FY2009 – FY2010 Accomplishments**

**Town Website -** Prior to 2002 the Town website was primarily a text based site maintained by a Town resident. In 2002 the Town contracted with Virtual Town Hall (VTH) of Portland, ME to host a more commercial and easier to use site. VTH currently designed and hosts over 275 municipal websites in New England. In July, 2009 a newly designed website was established after several months of work with VTH, the Town IT Department and several other Town employees. The new website is easier to navigate, contains more content and provides the Town and residents the ability to communicate more effectively. The Town of Belmont's website is in the top five of most visited websites hosted by VTH.

Beech Street

Center - Worked with Architect and Building Committee to establish technology requirements for the new Center.

Coordinated with the vendors to install Security System, Phone System, Comcast Cable, and Verizon FIOS.

Coordinated with Network Services Group (NSG) from School and Belmont Light Department to install Fiber Network and switchgear.

Wired Computer Lab for 9 computers and LCD Projector.

Purchased and installed new staff and lab computers and printers.

Installed Verizon FIOS for Lab to isolate it from the Town Network.

Installed radio equipment to utilize Town Fiber Network eliminating need for copper wiring from Beech St. to Trapelo Fire Station.

Installed Network Rack and Cable Tray for wiring and equipment in DataRoom.

**Network Services**

**Group -** Worked with Director of Technology for Belmont Public Schools to formally establish the Network Services Group (NSG) and create a Service Level Agreement (SLA) for network services between the Town and School. This agreement came about at the suggestion of the Information Technology Advisory Committee (ITAC) and after many months of consultation between the Director of Technology for the School and the Town IT Director.

**Network Storage**

**Array -** Duplicate Storage arrays were installed at the High School and Homer Datacenters. These are used to store the data of the School and Town departments respectively. A portion of each array is also used to replicate School data at the Town and Town data at the School. The purpose is to allow continuing operations in the event of systems failures. This was the collaborative effort of the Town and School IT Directors and the NSG.

**Current Projects and Future Projects**

**Server**

**Virtualization -** We currently have a virtual test network in place. This emulates our entire network of servers and desktop computers, allowing us to test any software or other changes before deploying in our production environment. During the latter part of this year we will begin replacing our 'real' servers with 'virtual' servers in the production environment. This will result in reduced maintenance, continuity of operation and disaster recovery costs.

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Website Videos - We have been working with the Belmont Media Center and CGI Communications to produce short videos highlighting various aspects of the Town. These videos will be accessed on the front page of the Town website. They are being produced at no cost to the Town.

**Research for**

**Reducing Software**

**Application costs -** We are investigating the replacement of Microsoft Office with OpenOffice which could potentially save the Town approximately \$80,000.00 in FY2012. We are also evaluating other Office Applications such as GoogleDocs and LiveOffice. In addition we are evaluating outsourced (cloud) Email systems in an effort to reduce maintenance and eDiscovery costs.

**Virtual Desktops -** To reduce costs of replacing desktop computers, we will be testing Virtual Desktop Infrastructure (VDI). This allows all desktop software to be administered from a central location and reduces the need for robust desktop computers which will be replaced with 'Thin Clients'.

**Enterprise Document**

**Management (EDM) -**The Town departments are being overrun with paper. We are evaluating EDM systems to reduce the cost of storage and retrieval of both historic and current documents. This would be an additional system to be shared by School and Town similar to the financial system (MUNIS).

**FY2011 Budget Change Summary**

7.8% increase Software Licensing to fund yearly maintenance increase for ERP system.

**Additional \$100k or 3% Exercise**

This would provide funding for:

Website enhancements such as Customer Request Management (CRM) an easy to use online bill payment system.

Administrative Assistant for 15 hrs/wk.



## FINANCE & ACCOUNTING

### Executive Summary

The Accounting Department has three employees (two full-time) to handle the accounting issues for the town. We have also been fortunate to have an intern that works summers to provide backup for the part time Accounts Payable clerk and a day a week or two during the school year to work on projects. We are proposing a modification of this that would keep an intern for only June, July & August but have a permanent part time employee as a Budget Analyst. This new position would work on the budget, guide departments in their budget preparation, review year to date actual budgets for trends, etc. We would propose that the position be flexible allowing for work to begin as needed in September or October, possibly going to full time hours during the budget crunch and following the budget work right through to Town Meeting.

#### An overview of the staffing is as follow:

Management consists of the Town Accountant, the Other category is the Assistant Town Accountant/Internal Auditor along with the newly proposed part time position of Budget Analyst, and Clerical is represented by two part time positions of a half time AP clerk and a summer intern for projects and backup AP. There is a decrease in intern annual hours to help offset the Budget Analyst position.

	Acctg	Auditing	Budget	Accts Pay	Total
Management	0.4	0.2	0.4		1.0
Other	0.2	0.6	0.4	0.2	1.4
Clerical	0.0	0.0	0.0	0.8	0.8
Total	0.6	0.8	0.8	0.9	3.1

An overview of all functions is as follows:

**Audit** We fall under federal regulations (communities receiving over \$100,000 in federal money annually) to have an outside audit on an annual basis which includes the "Single Audit" of federal grants. Communities that go to the bond market to finance large issues are required to maintain their books and present their financial statements under the Governmental Accounting Standards Board regulations (GASB). In FY09 the Other Post Employment Benefit (OPEB) liability was reflected on our financial statements for the first time. The schedule for recognizing this unfunded liability is over thirty years. Our latest schedule recognizes an Actuarial Accrued Liability of \$166.5M. The accrued liability includes both retired as well as active eligible employees. This is a gross figure since we are currently on a "pay as you go" system for paying this liability. We currently pay out \$3M a year for our town & school retirees. This includes retired teachers. Although the state does pay the retirement benefits for retired teachers, their health insurance is paid by the Town. The first year recognized liability was \$13.4M. Each year the rules get closer to the FASB regulations used by the private sector.

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

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

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**Purchasing.** The Town Accountant has been charged with the duties of Chief Procurement Officer under Chapter 30B, keeping copies of all town contracts and signing contracts as to the availability of funds under Chapter 149 contracts. This also involves being on call for advice to departments as they do their purchasing.

**Committee Liaison.** The Town Accountant acts as liaison to the Warrant Committee and the Capital Budget Committee. This office coordinates the preparation, printing and distribution of the working budgets to the Warrant Committee members and the Selectmen. This involves forecasting over the next five years, revenue projections, updates for year to date activity and other various reports as needed. The Town Accountant is also a member of the Permanent Audit Committee and the Belmont Retirement Board. The office acts as financial liaison to the various building committees.

**Budget**

This department along with the Town Administrator works to prepare a budget document for the Town. Preparation includes revenue estimates and guidelines for the departments. The Administrator incorporates the Town overall goals into the budget division. As funds decrease the decisions on budget cutting is also incorporated. These offices meet with administrators in each department to review the submission and glean insight into the departmental goals for the coming year. These interviews also bring out potential problems and issues that may need to be addressed. This office will be expected to do this budget coordination again for the FY11 budget. We have been asked to include a review of capital project requests to the Capital Budget Committee to be sure that the spirit & intent of the CBC is carried out (no computers, no maintenance items, no combining some items to reach the dollar limit, etc.)

**Accounts Payable and Procurement Oversight**

- All bills over \$1,000 require a purchase requisition and purchase orders. Purchase orders are prepared and disbursed by this office.
- Public procurement laws for goods & services and public construction are very specific and if not followed put the Town into a liability situation. This office calls for contracts to be on file for all purchases over \$5,000 and checks to be sure that the bidding laws have been followed.
- Bills are paid weekly by this office for Town, School and Light departments. Each bill is looked at to be sure that proper backup is provided, the goods are received, the correct amount has been entered, and that the amounts are not excessive.

**Internal Control – Auditing**

- Cross referencing and checking health insurance policies with employees/retirees and their withholdings
- Checking weekly payrolls to be sure that hours are entered and paid correctly
- Beginning in the fall of FY06, the Assistant Town Accountant duties were expanded to include increased audit responsibilities for all functions. Each month we meet along with the Town Administrator with department heads to discuss their policy on internal controls and the Assistant Town Accountant follows up with a detailed audit with staff members along with written suggestions for improvements.

**Breakout of Accounting budget by function:**

The chart below represents our best estimates of the functional costs for the department. Benefits are allocated on a percentage basis, not per person since these tend to change periodically. An explanation of the “other “ category is needed. This represents the costs of three different line items: Warrant Committee expenses, School Medicaid reimbursement expenses, and travel reimbursements for mileage for departments other than accounting.

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	<b>Acctg</b>	<b>Auditing</b>	<b>Budget</b>	<b>Accts Pay</b>	<b>Other</b>	<b>Total</b>
<b>Salaries</b>	55,969	62,080	79,331	42,856		240,236
<b>Benefits</b>	9,567	10,611	13,560	7,325		41,063
<b>Other costs</b>	3,775	50,200	3,775	1,200	18,800	77,750
	69,311	122,891	96,666	51,381	18,800	359,049

**Major budget line items between FY10 to FY11 – Large % changes explained**

The accounting office has 3.1 employees. We cover a multitude of functions and attempt to meet the demands of the law and the community. Much of our budget is fixed.

1. Audit cost \$50,000 – this is the third of a three year contract with Powers & Sullivan
2. Travel reimbursements – all departments - \$8,200. This line is never used by any employee of the accounting office. At one time travel stipends were provided to department heads. This was changed about six years ago, all the funds were consolidated into the accounting department budget and receipts are submitted for mileage reimbursements.
3. Warrant Committee \$5,000. The Warrant Committee hired a recording secretary this past year that takes very professional minutes and provides excellent coverage of Warrant Committee meetings for the community. Again, this is not directly related to my department but may reflect work that would fall on this office should the funding be eliminated.
4. Professional Services \$9,000. In FY10 this line item was to fund the biannual OPEB actuarial study along with the consultant that works on the reimbursements for School Medicaid reimbursements, and printing the budget document for the BOS & WC. Although we are not required to do the OPEB actuarial study in FY11, the actual costs for professional services were higher than anticipated in FY10. On the off years we are called upon to pay consulting fees for both the OPEB actuary & Retirement Board actuary to be present at WC & BOS Board meetings to explain reports. In FY12 we update the OPEB actuarial study.
5. The most significant difference between the FY10 and FY11 budget is the inclusion of the Budget Analyst position. This is needed by the Town to help provide more attention to this important function of this office.

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
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## ASSESSOR'S OFFICE

**Purpose:**

The Assessor is required by Massachusetts General Law to list and value all real and personal property on an "ad valorem" basis or "according to value"; in Massachusetts, values are based on "full and fair cash value" or 100 percent of the fair market value. There are approximately 8000 parcels in the Town of Belmont to be appraised and assessed annually. The Board is also charged with the administration of tax exemptions, excise, real estate and personal property exemptions, as well as gathering information regarding additions to homes and performing cyclical inspections.

**Definitions:**

- Real Estate** Land and everything permanently attached to it.
- Personal Property** All items that are not permanently attached to the real estate. In the Commonwealth of Massachusetts, all personal property involved with the running of a business and secondary (vacation) homes are taxable.
- Ad valorem taxation** Is taxation based on the market values of real estate as of the January 1<sup>st</sup> prior to the beginning of the fiscal year.
- Abatements** A real estate and personal property abatement is the lowering of the value for a justifiable reason. Taxpayers have a 30-day window to appeal assessments. Abatement must be filed between the posting of the first actual tax bill and its due date.
- Exemptions** An exemption is forgiveness of taxation because of age, infirmity, service to the country or inability to pay taxes. Eligible taxpayers have approximately 90 days from the posting of the first actual tax bill to file for various exemptions.
- Motor Vehicle Excise** A tax on all vehicles registered with the Massachusetts Registry of Motor Vehicles (cars, trucks, motorcycles, scooters and trailers). Valuation is based on the manufactures suggested retail price. Abatements are granted based on the transfer of the vehicle to another party during the course of the calendar year or the transfer and re-registration of the vehicle in another state.
- New Growth** New growth is the increase in value in real estate that results from new construction, rehabilitation or updating of the structure and in personal property, any new furnishing, machinery, inventory or equipment purchased as of January 1<sup>st</sup> of any given year.
- Cyclical Review** The Assessors' Office is required by statute to revisit, re-measure, and re-inspect every property in town at least every ten years. These inspections are on going and are handled on a cyclical basis. A different portion of town is reviewed every year.

**Comparison FY10 to FY11:**

With the exception of salaries for union employees, primarily step-increases, the budget for FY11 has not changed from FY10. The instructions initiated by the Town Accountant and Town Administrator, item 2d. states "Budget presentation for FY11 using a level service criteria using the current format".

**Addendum Information:**

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- 5 Year Plan** Over the next 5 years, the department budget is expected to increase 17% based on a renewal of a 3-year contract for cyclical review that is required by the Department of Revenue and contributes to the New Growth. New Growth annually allows the town to collect an additional \$600,000 to \$800,000 above the levy increases allowed by proposition 2 ½. In FY09 the Town went out to open bid on this contract, and the result was an increase of 17% in the assessing department budget. It is anticipated that this will probably occur again.
- 3% increase** A \$3,200 increase in the annual budget would allow the office to become more proactive in reaching out to and informing the general public regarding taxation, taxation issues and apprising the taxpayers about exemptions, abatements and motor vehicle excise.

**TREASURER'S DEPARTMENT**

**EXECUTIVE SUMMARY**

The Treasurer's Department has three (3) functional responsibilities required under various Massachusetts General Laws. They manage all cash collections, borrowings, investing and disbursements. The department must insure safety of all funds and adequate liquidity to pay obligations as due.

The department has 7.5 FTE (6 full times and 3 part times). Below is a chart showing how the employees' time is allocated between functions:

**TREASURER'S DEPARTMENT - FTE**

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

The summary budget follows the same format.

**TREASURER'S DEPARTMENT BUDGET RECAP**

	<b>Treasury Management</b>	<b>Collection</b>	<b>Parking</b>	<b>Total</b>
Salaries	\$189,372	\$168,259	\$24,098	\$381,729
Benefits	14,627	19,278	2,309	36,214
Other Expenses	17,863	81,317	40,000	139,180
Capital	0	0	0	0
<b>Total</b>	<b>\$221,862</b>	<b>\$268,854</b>	<b>\$66,407</b>	<b>\$557,123</b>

**PROGRAM DESCRIPTION**

**Treasury Management**

- Manages investment cash flows
- Borrows for Debt exclusion and other capital projects
- Invests the Town's, Water and Municipal Light Department's funds
- Manages Capital Endowment Fund and Trust Funds
- Manages scholarship funds and works with the Belmont High School Guidance Department for disbursement
- Administers voluntary "check-off" funds and Town scholarship program with Education Scholarship Committee
- Administers payroll for all School and Town Employees along with monthly retirement payroll. Includes, direct deposit, stop payments, replacement checks monthly reconciliations and W-2's
- Manages Deferred Compensation Plans 403B School and 457 Town.

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
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- Manages vendor payments
- Manages delinquent property tax accounts, excise accounts, parking, and ambulance billings
- Prepares quarterly reports for the IRS, the State and other agencies
- Prepares for the annual audit and works with auditors

**Tax Collection**

- Manages real estate tax , personal property tax and excise tax collection process
- Processes, record, and reconcile cash from all Town Departments
- Updates daily utility payments for Light and Water Departments
- Produces Municipal Lien Certificate request by lawyers or homeowners

**Parking Clerk**

- Processes parking violations and payments
- Town Treasurer, as Parking Clerk, adjudicates contested violations
- Responds to walk-in and telephone inquiries
- Reconcile receivable balances with Accounting Department

**Committee Assignments**

- Capital Endowment Committee
- Education Scholarship Committee
- Permanent Audit Committee
- Town Credit Unit
- AdHoc Parking Committee
- Cemetery Financial Planning Committee

**2009 MAJOR ACCOMPLISHMENTS**

**Treasurer, Collector and Parking**

- Reduced one head count Cashier position (savings \$50,000 salary and benefits)
- Successful debt offerings:
  - Water Bond: 3-5-09 - \$872,000
  - Senior Center and HVAC: 4-1-09 - \$3,910,000
  - Refinanced Chenery Debt: 10-19-09 - \$5,455,000
  - Water and Sewer: 11-5-09 - \$1,879,856
- Reaffirmed AAA Bond rating
- Wrote Investment Policy
- Implemented 403b School Deferred Compensation IRS changes by 1-1-09

**2010 GOALS**

**Treasurer, Collector and Parking Clerk**



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- Write Treasurer's Department Procedures Manual
- Review and clean-up Personal Property Taxes (1998-Curent)
- Vital records clean-up:
  - Homer Building Vault
  - Chenery Project (1996-2004)
  - Belmont Municipal Light Building
- DEBT offerings:
  - Wellington: various - \$26,700,000
  - Water Bond: 3-30-10 - \$988,785
  - Water and Sewer: various - \$11,608,000

**Performance/Workload Indicators**

Description	FY09 Actual	FY10 Estimate	FY11 Projected
<b>PERFORMANCE</b>			
Time required to complete monthly Treasurer/Accountant cash reconciliation	60 days	60 days	60 days
Tax collection rate	99.0%	99.0%	99.0%
Bond Rating	AAA	AAA	AAA
<b>WORKLOAD</b>			
# Real Estate & Personal Property bills processed	34,288	34,288	34,300
# Real Estate & Personal Property Demands	372	372	400
# Excise Tax bills processed	19,962	19,962	20,000
# Excise Tax Demands	2,543	2,543	2,550
#New parking tickets processed	8,116	8,500	8,500
#Municipal Lien Certificate (MLC) processed	892	892	900
# Payroll checks and direct deposit issued	29,775	29,775	29,800
# Vendor checks issued	11,986	11,986	12,000

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
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**LEVEL SERVICE BUDGET SUMMARY (-\$16,744)**

- Personal Services (-\$21,413)
  - Elected Official Increase \$ 2,521
  - Wages\* -11,927
  - Longevity\* -1,085
  - Benefits -10,922
- Other Expenses (+\$4,669)
  - Bank Services Changes 2,000
  - Computer Service 94
  - Postage 1,200
  - Office Supplies 400
  - Computer Supplies 975

**\*TURNOVER SAVINGS NEW HIRE**

**CASH FLOW MANAGEMENT**

Investment Income is projected to decrease in FY10 by \$202,902 and FY11 by another \$25,000. The average short term interest rates in FY10 will be 1.25% and the FY11 will be 1.00%.

**FIVE YEAR PLAN:**

- If the on-line tax bill paying and drop box use continues to increase a potential decrease in head count could be achieved
- Potential increase in moving from quarterly to monthly water and sewer billing could impact timing of headcount savings above

Description	FY09 Actual	FY10 Estimate	FY11 Projected
Interest on Investments	528,629	325,000	300,000
Treasurer Fees	19,795	17,000	15,000
Parking Fines	132,586	130,000	130,000
Delinquent Taxes Collected	418,742	100,000	100,000
Delinquent Interest Collected	158,359	153,260	153,000
Ambulance Receipts	353,636	320,000	320,000
Excise Taxes	2,552,441	2,400,000	2,400,000

## POLICE DEPARTMENT

### EXECUTIVE SUMMARY

The Police Department is comprised of seven different Divisions, *Administration, Patrol, Detective, Traffic, Records, Community Services, and Joint Public Safety Communications*, each of the Divisions provide a different function within the department to assist in completing the mission of the department.

#### *Mission Statement of the Belmont Police Department*

*The Members of the Belmont Police Department are committed to working in partnership with all citizens of our community in the delivery of police services, raising the quality of life for all. We promote dignity, respect and a safe atmosphere by recognizing our responsibility to maintain order, fairly enforce laws and to protect individual rights.*

The functional role of the Police Department in Belmont, like in many communities is one, which has become extremely varied; we are asked to wear many different hats in our role of providing service and assisting in resolving issues within the community. As a result a significant portion of the service which is provided by the department is extremely hard to quantify. Whether responding to a call for someone breaking into a house, responding to the scene of a motor vehicle accident, or to someone in need of medical attention, or simply assisting someone with directions to a location within our community, the Police Department is here to serve and assist as best we can. The Department operates on the philosophy of the Community Policing model, where we encourage citizens to contact the department so that together we can work to resolve issues or situations that affect negatively on the quality of life within the neighborhoods or our community. Utilizing the Community Policing process has been found to produce great results, in a number of different ways.

The *Administration Division* consists of the Police Chief and Assistant Chief who handle the day to day operations and the management of the department; they are also responsible for formulating the "Rules and Regulations" and "Policies and Procedures" that govern the department.

Also within this division is the Administrative Assistant, who handles most billing and procurement issues along with other administrative tasks.

All budgetary inquires and preparations are handled through this division.

The *Patrol Division* is the backbone of the department and also the largest division. Presently there are 35 sworn police officers assigned to the division of the current 46 sworn police officers on the department. Two of the officers assigned to the division are scheduled to be deployed to Afghanistan, in January of 2010 for a year. The Patrol division is the primary uniformed division handling most of the calls for service of the department, which operates on a 24/7 coverage, 365 days a year. The division is managed by a Captain, who is assisted by 3 Lieutenants and a number of Sergeants that supervise and manage the uniform branch of the department.

The *Detective Division* is responsible for all follow-up investigations, processing of any crime scenes or other special criminal investigative situations or circumstances. Also within the division is the department's court liaison, who is responsible for all matters involving court prosecution and evidence

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handling and control. The division is managed by a Detective Lieutenant, who is assisted by a Detective Sergeant, who acts as the Court Liaison. Also assigned within the division are 3 Detectives, one who handles all matters involving juveniles and the Sex Offender Registry, another is assigned part-time to a regional drug task force and handles investigations concerning controlled substances, all members within the division are also certified Sexual Assault Investigators.

The **Traffic Division** is managed by a Sergeant, who also oversees the Records Division and two civilian clerks. Within the traffic division there is also a Sergeant assigned to assist with any traffic or parking matters that may arise and need to be resolved within the community. Previously there was another police officer assigned to the division, but that position will be reinstated in this budget process. Also under the umbrella of the Traffic Division are the 17 School Crossing Guards, who are also managed and coordinated through the division.

The **Records Division**, as noted earlier is managed by the Sergeant in charge of the Traffic division, who also acts as the Keeper of the Records for the department, there are two civilian clerks assigned to the records division. The Records division is responsible for maintaining all traffic related reports, police incident reports, parking tickets and permits, citations and any paperwork that would be needed at court, or by use of the public.

The **Community Services Division** is responsible for providing the programs such as the DARE Program to the Middle School 5<sup>th</sup> Graders currently in the 21<sup>st</sup> year of being offered, also previously the School Resource Officer (SRO), which position was also eliminated will also be restored in the FY11 budget. Some of the other programs for the community that are managed through the division are the Citizen's Police Academy, Crime Prevention Seminars, and Home Security Surveys. The division is managed by a Lieutenant, who also oversees and handles all the training needs of the police department. He also acts as the department liaison to the Auxiliary Police Unit and the Special Police Officers. He is also assigned the duties of the Public Information Officer (PIO) for the department and handles all inquires from the media, along with all press releases. A police Officer assigned to the DARE Program also works out of the Division. The department's Technical Services and building operations person also is assigned out of this division.

The **Joint Public Safety Communications Division**, is responsible for handling all the communications needs of both the Fire and Police Departments emergency and non-emergency, along with the coordinating the response of the Emergency Medical System, through the use of telephones, cell phones, radio or computer systems. Also within this division, the alarm monitoring and billing system are managed along with Town wide notification system. The Division is managed by a civilian manager, 9 full time dispatchers and 5 part-time dispatchers, who provide 24/7 coverage 365 days a year.

Presently the department has a total of 109 employees which include full time, part-time, specials, auxiliary and volunteers. For the FY11 Budget is proposed to restore two previously cut positions so the total number of employees will be 111. Over the last calendar year the department received and processed over 21,000 calls for service.

Due to the recent economic down turn that our community and the world have been experiencing, we have had to cut our budget accordingly, across the board. As a result we have had to cut police officer positions (2). Now, that would be okay if in fact crime was going down, but also in response to a downward turn of the economy, historically you find an increase in criminal activity, such as breaking and entering into houses, businesses, and motor vehicles. You also see increases in other areas such as assaults, robberies, domestic violence, identity theft and substance abuse, all which can be linked to the downward turn in the economy.

**Belmont Police Department  
Crime Trend Analysis  
Selected Crimes from 2006-2009**

	2006	2007	2008	2009
Assaults	74	98	85	69
Burglary	66	69	91	110
Robbery	3	7	8	5
Fraud	59	75	67	57
Larceny	120	159	148	171
Stolen Vehicles	16	17	14	25
Damage Property	122	69	76	99
Domestic/Verbal	64	66	67	81

Unfortunately as you can see on the page with the performance data, the calls for service we have received so far this year have not gone down, but have increased steadily. Due to the increases in the calls for service and a number of other factors, I believe as the Department Head our resources should not be cut any further, but in fact should be increased to keep pace with the demands that are being placed on our resources and our officers.

Over the last ten years from 1999 through 2009, the department has had a high of 56 sworn police officers in 1999 to the present reduced number of 46 sworn police officers that is a total reduction of 10 officers in the span of ten years. During that time line the number of sworn officers fluctuated, but after looking at the numbers and knowing what services are provided by the Police Department. I believe our number of sworn officers should be in the area of 50 not 46. With that number of sworn officers, I believe the department would be in a better position to provide all the protection and enhanced program services, which I feel our community deserves and is accustomed to receiving. Especially when you take into consideration the potential growth that our community could experience in the very near future with all the proposed new development; such as the completion of the McLean site, the O'Neil site, Cushing Square, Waverly Square and Our Lady's.

In response to the questions that were asked if you had an additional \$100,000.00 or 3% of the budget what would you do with the increase, I would expand services over the next few years, if given the opportunity I would restore the School Resource Officer at the high school and expand the program to add a 2<sup>nd</sup> School Resource Officer at the Middle School. I would also look to expand the DARE Program, not just for the 5<sup>th</sup> graders at the middle school, but also all the elementary schools within the district. I would restore and increase by one the traffic officer position to assist with managing all the issues surrounding traffic and parking matters within our community.

In comparing the FY10 budget to the FY11 budget, there have been a number of increases mostly due to contractual matters, an increase to an overtime line item, and a police cruiser to the police cruiser rotation cycle.

**PROGRAM DESCRIPTION**

The Belmont Police Department is comprised of seven different Divisions. Administration, Patrol Services, Detectives, Traffic, Community Services, Records and Joint Public Safety Communications make up the Belmont Police Department. It is through these seven divisions that we provide public safety for our community and people who travel through Belmont. Presently with the economic issues facing the Town

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and the department, I as the Chief would like to express some points I feel are extremely relevant to this budget and future budgets. If the present economic situation worsens, we could see an increase in the crime rate and subsequently an increase in demand for the services we as a department provide. Also with the added development that is presently being proposed and any future development we should be looking to increase our present staffing levels.

Administration Division:

The Chief and Assistant Chief handle the day to day operations and the management of the department. Presently included within the department are a total of 109 department members, proposed for FY11 will be 111 positions.

They are responsible for formulating the Rules & Regulations, Policies & Procedures as well as professional standards of the department. The Chief handles most of the communications between town residents and the department and attends as many public functions as possible.

The Administrative Assistant handles most billing and procurement issues and other administrative tasks.

All budgetary inquires and preparations are handled through this division.

The Chief is an active member representing the department and the Town of Belmont within the following associations Middlesex County Chief's Association, Mass Chief's of Police Association, International Chief's of Police Association, North Eastern Massachusetts Law Enforcement Council (NEMLEC presently 50 cities and towns), FBI-LEEDA.

Detective Division:

Under the reorganization plan and realignment of the division a Detective Lieutenant manages this Division, a Detective Sergeant is assigned as the department liaison to the courts as the Prosecutor and Evidence Officer assigned to oversee and manage all evidence control. Also assigned to the division are three detectives, one is a juvenile specialist, one is a drug investigation specialist and one is a general detective. Other officers within the department assigned as specialists in arson investigations (3-officers) and a cyber crime specialist (1) report to the Detective Lieutenant. The Division provides all investigative and follow up work on all criminal investigations. Also included within the division, are the issuance of Firearm Licenses, Employment Background Investigations, New Business Checks, fingerprinting services to residents and maintaining the Sex Offender Registry Information for the department.

Patrol Services Division:

Patrol Division is the backbone of the police department. The Division is managed by a Captain, who is also the department Grant Administrator and Accreditation Manager. The Captain is assisted in managing the Patrol Division with the assistance of three Lieutenants and a number of Sergeants assigned to three different Patrol Groups which operate and maintain a 24/7 coverage rotation. This Division comprises the largest group of members within the department presently (35) that provide the uniform coverage to protect the citizens of Belmont and make sure they and their property are protected. They answer all calls for service received into the department, assist on medical calls, enforce all criminal laws, drug laws and traffic law violations and conduct the preliminary investigation as their main function. They also provide AED protection and medical aid to all citizens as first responders. Two Officer assigned to the Patrol Division are scheduled to be deployed to Afghanistan beginning in January 2010 for a year.

Traffic Division:

The Traffic Division is managed by a Sergeant. Also assigned to the division is a "Roving Sergeant" the Traffic Patrol Officer position was eliminated in the FY 10 budget process but this position is due to be restored in this present budget process. Included within the division are (17 down 2 positions from previous years) School Crossing Guards, 3 Parking Control Officers.

The Traffic division investigates motor vehicle homicides, serious motor vehicle crashes and assists the Patrol Division in directed enforcement of motor vehicle complaint areas.

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The Traffic Division Sergeant is also assigned as the Assistant Court Prosecutor and handles all the department motor vehicle related hearings at the court. The Sergeant is also the department liaison to the traffic advisory committee (TAC) appointed by the Board of Selectmen to address issues concerning parking and traffic matters throughout the Town. The division also works closely with the Community Development Department to ensure the enforcement piece of the puzzle is in conjunction with the engineering piece of the puzzle. Members of the division also try their best to respond to and resolve as many citizens concerns or complaints dealing with parking or traffic matters. They monitor speed zones, traffic signage and conduct speed and traffic counts.

Some of the other duties assigned to the "Roving Sergeant" besides the traffic duties, include being assigned as the departments Domestic Violence Program Coordinator, and also assignment to the Patrol Division when needed to supplement that division to minimize overtime costs.

Records Division:

Two civilian employees work in the traffic and records division supervised by the Traffic the Sergeant. Through the Records Division all traffic reports, police incident reports and all criminal complaints as well as all traffic citations are all maintained. All court paperwork is initiated in this division. All parking tickets are maintained and recorded and all hackney license applications are investigated and filed. A good portion of all citizen interaction is handled through the records Division.

Community Services Division:

A Lieutenant provides the majority of services requested which come through this division. The Lieutenant also managed the School Resource Officer (SRO) who had been assigned to the division and acted as a liaison to the school department and was assigned to Belmont High School during the school year, this position was eliminated in the FY10 budget process but is requested as a reinstatement in FY11. Also assigned to this division during the school year is the DARE Officer. The DARE program is currently in its 21<sup>st</sup> year within the community and has educated over 5,000 5<sup>th</sup> grade students in the Drug Abuse Resistance Education program.

The Lieutenant assigned to this division is also responsible for scheduling, coordinating and implementing all training needs for the department.

The Lieutenant also serves as the liaison to the Auxiliary and Special Police Officers presently 25 total members.

This Lieutenant also is assigned as the department Public Information Officer (PIO) who acts as the liaison to all the media outlets.

Joint Public Safety Communications Division:

This Division provides all emergency telecommunications to all citizens and all the town Departments along with radio communications. This entire division was once a separate Department comprised of both Fire and Police dispatchers. After consolidation the Joint Public Safety Communications Division was formed as a division within the Police Department. There are ten fulltime members and several part-time members in this division. Before the consolidation took place there were three full time positions being filled, as a result of the consolidation now only two positions are needed to be filled for a cost savings to the Town. Alarm billing and the new town wide notification system will be managed through this division.

**Fiscal Year 2009-2010 MAJOR ACCOMPLISHMENTS**

Administrative Division:

1. Continue the implementation of a Town wide Building Security Program.

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2. Continued philosophy of approachability within the community by the Chief and Assistant Chief to further the goals of our Community Policing Program.
3. Scheduled and held Staff Meetings with department Supervisory personnel.
4. Department Lieutenant assigned and graduated from the FBI National Academy
5. Expanded department role within regional initiatives, such as NEMLEC, NERAC, GBPC and Suburban Drug Task Force.
6. Redesigned and updated department website to better present the department and its resources to our community and the public at large.
7. Recognized by the Middlesex District Attorneys Office with the September 11<sup>th</sup> Award, for recognition on the work that was done on a high risk domestic violence case the department was involved with.
8. The department was recognized by the Southern New England chapter of American Automobile Association (AAA) with a Silver Award, for the Outstanding Achievements in Traffic Safety and the continuing efforts to Educate and Protect the citizens of our community

Detective Division:

1. Trained several Detectives in SORI (Sex Offender Registry) and increased public notification.
2. Participated in Juvenile Diversion Program with the Middlesex District Attorney's Office
3. Continued the "Temporary Detective Position" program
4. Participating in a collaboration between Cambridge and Arlington Police Departments along with private agencies and the court systems to form Domestic Violence High Risk Assessment Teams, in order to help identify potentially high risk Domestic Violence Victims.
5. Continued the liaison with NEMLEC Cyber Crime Unit
6. Continued Night operation hours and 24 hour on call coverage.
7. Continued participation in the Regional Suburban Drug Task Force along with eight other communities.
8. Improved case management system
9. All Detectives trained and certified as Sexual Assault Investigators
10. Upgraded outdated equipment with latest technology

Patrol:

1. Initiated new training to officers
2. Participation in NEMLEC organization for mutual aid for major incidents
3. Continued Firearms training indoors and outdoors.
4. Increased members involved in RAD training to female citizens of Belmont

Traffic

1. Received grants from state GHSB for traffic enforcement \$5,600
2. Attends Traffic Advisory Board Meetings

Community Services Division:

1. Continue to maintain the DARE program
2. School Resource Officer programmed scaled back due to budget cuts
3. Crime Prevention Seminars were begun in collaboration with the Council on Aging (COA)
4. All Training goals were met (In-Service, Firearms, On-Line Fingerprint System, and Specialized training for officers.
5. The first Home Security Surveys were conducted
6. Citizens Police Academy (first time offered in ten years)
7. Membership in Auxiliary Police was increased

Joint Public Safety Communications:

1. Installed Live Incident Mapping System.
2. Installed closed circuit security monitoring system to monitor Town buildings
3. Upgraded police radio receiver sights in preparation for FCC narrow band mandate



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4. Hosted a training session with NEMLEC Mobile Communications Command Center in collaboration with the Middlesex Sheriff's Mobile Communication Command Center and the BAPERD radio system.

**FISCAL YEAR 2011 OBJECTIVES**

Administration:

1. Continue to work in a cooperative and collaborative effort with all Town departments
2. Schedule staff meetings on a routine basis and initiate meetings with top two managers on a weekly basis.
3. Continue going out to the community and meeting residents for feedback
4. Expand training for Entire Department
5. Work with Town Administration and department unions to initiate the collective bargaining process.

Detectives:

1. Continue night operation hours and 24 hour coverage
2. Continue the "Temporary Detective Position" as long as manpower needs allow
3. Continue liaison with NEMLEC Cyber Crime Unit as long as manpower needs allow
4. Continue Suburban Drug Task Force participation
5. Implement Crime Prevention Techniques (CPT) with community members during criminal investigations
6. Hold monthly Detective Division meetings to review current cases and determine progress and status
7. Obtain advanced training for Detectives in the area of computer and internet crimes, sexual assault investigations and financial crime investigations
8. Continue to implement new technology during investigations

Patrol Services:

1. Professional Development for Captain
2. Maintain proper staffing levels for night and day shift operations
3. Redefine new sector areas for patrol routes
4. Continue ride along program for community involvement

Records:

1. Computerize all permits applications
2. Increase fees for reports
3. Increase security for area
4. Work to purge old records

Community Services:

1. Continue to expand and professionalize the Auxiliary Police
2. School Resource Officer program (SRO) program return it to a full time position in the schools
3. Continue to maintain and possibly expand the DARE program into the elementary schools
4. Expand Home and Business Security Survey program
5. Expand Citizens Police Academy
6. Explore possibility of Neighborhood watch program
7. Continue work with Human Rights Commission
8. Continue liaison with the COA
9. Continue to provide the same level of training to members of the department

Traffic Management:

1. Increase the use of traffic counters to gather info on roadway usage
2. Enhance communications with citizens regarding road closing and alterations in traffic patterns
3. Enhance Web site to include expanded traffic section

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Joint Public Safety Communications:

1. Update Fire Department data base in the CAD system
2. Cross train dispatchers in the use of the Emergency Operations Center at Fire Headquarters in the case Communications Center needed to be evacuated in an emergency
3. Continue ongoing process of routine maintenance program

**Performance/Workload Indicators**

Description	FY09 Actual	FY10 Estimate	FY11 Projected
<b>Administration</b>			
Participation in community Events by Command Staff	12	12	12
Appointments by Chief's Night Hours	0	6	12
Preparation of by-law changes for Attorney General and posting.	0	2	1
<b>Detectives</b>			
Permits to Carry processes	50	75	75
Night detective Consults	325	340	350
<b>Records</b>			
Improve complete Public Records Requests turn around time	10 days	5-7 days	5-7 days
Complete electronic data base for all parking tickets from paper records	n/a	n/a	n/a
<b>Patrol</b>			
Computer generated traffic assignment	668	350	350
<b>Traffic</b>			
Re-establish attendance at traffic Advisory Meetings	6	9	10
Establish data base for counts on all major street	6	12	25
Respond to citizens for neighborhood traffic concerns	0	weekly	Weekly
<b>Community Services</b>			

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Description	FY09 Actual	FY10 Estimate	FY11 Projected
Increase RAD	5	6	6
Sponsor Parent Education nights	2	2	3
Create Crime Prevention Initiatives/ Meetings	2	2	2
E-911			
Maintain Alarm Billing		Monthly	Monthly

**REVENUE ISSUES**

**Fees**

Description	FY09 Received	FY09 Budget	FY10 Projected	FY11 Projected
Detail administration fees	\$41,365.		\$40,000.	\$40,000.
Alarm fees/ False Alarm fees	\$40,000.	Na	\$40,000.	\$40,000.
Education incentive reimbursement	\$229,715.		\$243,928.	\$243,928.
Moving violations fees	\$61,908.		\$60,000.	\$60,000.
Parking fines/parking fees	\$135,686.		\$135,000.	\$135,000.
Parking lot fees	\$69,771.		\$65,000.	\$65,000.
Report fees and miscellaneous ( Include Parking Permits)	\$102,534.		\$80,000.	\$80,000.
Gun licenses	\$1,037.50		\$1,000.	\$1,000.
Photos	0		0	0

**Grants**

The availability of grants has fallen off significantly. The police department remains vigilant is seizing every opportunity, but opportunities have all but disappeared. The department still obtains a grant from GHSB for traffic enforcement and reimbursements from a federal grant for bullet proof vests, and a new PSAP incentive grant from the State 911 Department.

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Description	FY09 Actual	FY10 Projected	FY11 Projected	Purpose
GHSB traffic grant	\$11,400.00	\$7,600	\$7,60.00	For selective enforcement (speeding, OUI) during certain holiday periods.
BJA Bullet Proof Vests	\$397.50	\$6,400.	\$12,000.	50% reimbursement Federal Govt. for new or outdated vests 50% reimbursement state
EOPS 911 Training	\$6,618.	\$8,288.	\$8,500.	For training purposes in dispatch (E911) on a reimbursement basis.
Comm. Policing Grant	\$27,369.40	0	0	CP Precinct Meeting & Accreditation training & mgt.. Purchasing software and supplying training for department personnel
Bryne Grant Federal FY08	\$0.00	0	\$0.00	
PSAP 911 Incentive Grant	\$40,703.	\$40,723.	\$51,501.	Incentive grant for 911 PSAP equipment & Personnel costs

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**FIRE DEPARTMENT**

**EXECUTIVE SUMMARY**

The Fire Department is broken into three budget functions. The largest and primary function of the Department is the area of Fire Suppression. Closely correlated with the primary mission is the mission to provide Emergency Medical Services (EMS). Lastly, is the Department's Administration<sup>1</sup>. Each of these primary missions has secondary functions with many of those secondary functions overlapping within and amongst the three primary missions.

The Department has 57.49 FTE<sup>2</sup>s planned for next year. All employees with the exception of a part time secretary are full time employees. The chart below is an approximation of the "time" allocation employees are involved in for specific tasks.

	Administration	Fire Suppression	EMS	Fire Prevention	Training	Total FTE
<b>Administration</b>						
Management	1.3	0.2	0.1	0.4		2
Union	0	0.2	0.1	1.2	0.5	2
Support Staff	0.8		0.2	0.49		1.49
<b>Fire Suppression</b>						
Union		29.5	16	2.5	4	51.25
<b>Totals</b>	<b>2.1</b>	<b>29.9</b>	<b>16.4</b>	<b>4.59</b>	<b>4.5</b>	<b>57.49</b>

The table below is an *approximate* summary to allocate the share of costs of major functions<sup>3</sup> using percentage allocations to FTEs<sup>4</sup>.

	Administration	Fire Suppression	EMS	Fire Prevention	Training
Total Full time employees	142,818	2,526,518	571,272	312,159	306,031
Total part time employees				18,012	
Benefits (health, life, work comp, Medicare)	27,157	480,427	108,629	59,358	58,194
Total overtime (Shift, Training, Inspection)	13,666	241,755	54,663	29,870	29,284
Operations	7,944	140,530	31,775	17,363	17,023
Minor Capital	799	14,142	3,198	1,747	1,713
<b>Total Apportioned Expenses by Major Function</b>	<b>192,384</b>	<b>3,403,372</b>	<b>769,538</b>	<b>438,509</b>	<b>412,251</b>

**GENERAL BUDGET**

The Fire Department has submitted a preliminary budget that is within the guidelines of a level service budget. This budget reflects an approximate 5% increase of the authorized FY 2010 budget. It should be

<sup>1</sup> Further broken up into Administration, Fire Prevention and Training.

<sup>2</sup> .25 FTE to fund grant position for remainder of fiscal year.

<sup>3</sup> EMS includes Ambulance and Fire responses to EMS calls.

<sup>4</sup> Part time help 100% allocation to Fire Prevention.

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noted that this budget does not support an adequately staffed Fire Department according to established standards or guidelines by recognized national organizations even with the restoration of the positions.

## **ADMINISTRATION**

**Personal Services-** This area has seen a budget reduction. This reduction was due to a misunderstanding on the application of FY 2010 raises or lack of raises. Fire Prevention salaries, including part time wages have increased according to the negotiated contractual increases along with the 40 hours of additional (annual) for part time coverage of the Department's Administrative Assistant.

**Other Expenses-**The largest single increase is the need to replace our copy machine. The Department had been on a 3 year replacement schedule. When a machine had reached 3 years and came off lease, the machine was passed down to a Town Department that expressed a need for a copier. The Fire Department only has 1 copy machine so it must be dependable. Due to dropping copier cost and fairly high leasing costs it was determined that a straight 1 year purchase would be the best for the Town instead of a three year lease purchase..

## **FIRE SUPPRESSION**

**Personal Services-** The largest and most noticeable increase in this budget is for Full Time Wages. This increase is due to three factors. The largest factor is the balance of the impact of the negotiated step raise for FY 2010. The second increase is to fund the grant position until the end of the fiscal year<sup>5</sup>. The last, is due to a handful of employees receiving contractual step raises. Overtime has been placed at a 3 year average in relation to salaries<sup>6</sup>.

**Other Expenses-** There have been minor increases to meet anticipated increases. The largest single increase is in the area of "Gasoline". Given the current retail market status and the published reports of the expected rise in fuel products as compared to our current fiscal year "bid" price I anticipate a 30% increase in fuel cost. There is also a new account to acquire the specialized services to manage our on duty injuries<sup>7</sup>

**Capital Outlay-**The single increase in this category of furniture. There is the need to replace furniture that was moved from the old stations and to replace some kitchen chairs.

## **EMERGENCY MEDICAL SERVICES**

**Personal Services-** No significant changes

**Other Expenses-** The two largest cost increases in this section are for vehicle expenses. The primary ambulance is now 3 years old and the backup ambulance is now 8 years old. Given the age of both trucks a modest increase in vehicle repairs has been predicted. As stated we have planned for a 30% increase for FY 2011 for diesel fuel.

## **FUTURE**

The Department is actively looking at ways of controlling or managing its costs while concurrently looking for additional revenue. The Chief has been part of regionalization meetings and looks forward to taking the next steps. In addition the Town is missing an opportunity for additional revenue. The Department will soon have enough trained paramedics to offer an in-house Advanced Life Support program. A

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<sup>5</sup> It is anticipated that there will be 1 vacancy occurring due to retirement, but since it is not a mandatory retirement we must account for the possibility of the employee remaining for a few extra months.

<sup>6</sup> Overtime should be slightly higher due to the lack of funded positions.

<sup>7</sup> The occupational health program is being established with both the Police and Fire Departments participating

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comprehensive Emergency Medical Services (EMS) Request for Proposals (RFP) to supply a variety of services to the Town. It is anticipated this creative RFP will severely limit upfront costs to go to ALS and to reduce our operational expenses for administering the EMS program.

If the Department were to receive an additional 3% of its budget or approximately \$150,000 the Department would re-establish the position lost through prior budget reductions<sup>8</sup>. The restoration of the Fire Prevention position would allow better timely service to resident. It would also allow more dedicated time to Town projects and to allow for more and detailed fire inspections. In addition the Training component would see a much needed boost. This boost would allow our firefighters to be better trained and to allow the Department to re-establish its ability to perform Technical Rescue procedures.

3% would make us “whole” in reference to where we were just a few years ago by restoring all of our accounts. This restoration would allow better control of overtime and allow the Department to offer ALS. The compounding effect of both extra funding and the extra revenue would be very beneficial to the Town’s residents by protecting them better and providing better medical care..

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<sup>8</sup> Fire Prevention Plan Review Officer (includes Town project oversight)..

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## **Belmont Emergency Management Agency**

The Belmont Emergency Management Agency (BEMA) is an extension of the Massachusetts Emergency Management Agency (MEMA), established by the Commonwealth of Massachusetts to coordinate emergency response and services with various state, local and federal agencies during a state of emergency or alert. During such emergencies/alerts, MEMA operates from their headquarters in Framingham and communicates with local emergency management agencies, such as Belmont's via radio, fax, message beepers, the Internet and telephone.

The second major function of BEMA is that of emergency planning. This agency coordinates meetings with town agencies to develop the Town's Comprehensive Emergency Management Plan (CEMP). BEMA also assists in the coordination of the Local Emergency Planning committee (LEPC) to deal with hazardous materials.

The third function that has been instituted recently is that of training. BEMA is developing and coordinating training for Town employees and residents.

BEMA continues to expand our citizen based programs and now has over 80 residents trained in Community Emergency response.

### **2009/2010 MAJOR ACCOMPLISHMENTS**

1. Continued recruitment of CERT Team members
2. Conducted in-service CERT training
3. Conducted Incipient Fire Training at State Fire Academy
4. Conducted Red Cross Shelter Training
5. Completed NIMS Compliance for 2009
6. Conducted several public awareness discussions on Emergency Preparedness
7. Participated in several Safety related fairs
8. Continued work to organize town-wide emergency communications program
9. Continued training of EOC equipment
10. Cross trained Public Safety Dispatchers on use of EOC equipment
11. Participated on State-Wide committee established by the Governor's Office on dealing with Disabled/Special Needs population in Massachusetts
12. Participated on State-Wide committee on Citizen Corps Program
13. Participated in several H1N1 Flu Clinics
14. Participated in Town EPG Meetings

### **FISCAL YEAR 2011 OBJECTIVES**

1. Continue and/or expand CERT training.
2. Conduct an emergency drill with CERT graduates
3. Continue hazardous materials training to Town employees toward LEPC certification
4. Progress towards full certification for the LEPC as a regional LEPC
5. Continue to replace communication equipment
6. Finalize and institute Emergency Notification System

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**REVENUE ISSUES**

**Grants**

Description	FY06 Budget	FY06 Projected	FY09 Actual	Purpose
Federal grant	12500	0	2,500	Specialized equipment grant

**Other Revenues**

Through the generosity of some Belmont residents, the Department received a gift of \$3,000 towards the CERT program. This gift enabled to Town to offer additional CERT training.

Description	FY07 Actual	FY08 Budget	FY09 Projected	FY10 Actual
Private donation for CERT training	\$6000	\$0	\$0	\$0

**FY11 OTHER OPPORTUNITIES -- should additional funds be available**

- |   |         |
|---|---------|
| 1. CERT training, 3 classes of 10 citizen students each | \$9,000 |
| 2. Emergency drill                                      | \$2,000 |
| 3. Uniforms   | \$1,200 |
| 4. Replace two portable radios                          | \$5,000 |
| 5. Replacement of two mobile radios                     | \$2,000 |
| 6. Maintenance for new EOC                              | \$2500  |

## OFFICE OF COMMUNITY DEVELOPMENT

### EXECUTIVE SUMMARY

The Office of Community Development is comprised of four divisions, Administrative, Engineering, Planning, and Inspection Services. The Director serves as the head of the department as well as the Town Engineer, Inspector of Buildings, and the Zoning Enforcement Office as designated in the zoning by-law. The Administrative division oversees all activities in the department, monitoring budgets and administering and processing many contracts and service agreements. The Engineering division oversees all major infrastructure improvements in the Town including sanitary sewer, storm drain, and road repair work valued into the several millions of dollars. Municipal engineering services are also provided when time and resources allow. The Conservation Agent spends a considerable amount of time managing the Rock Meadow Conservation Land. Inspectional Services enforces local zoning and general by-laws, as well as state codes and regulations such as the building code and the accessibility regulation. Much of what this division does is mandated by state law. The Plumbing and Gas Inspector is a shared position with the Town of Watertown. This position is not included in the FTE count as the salary is funded as an "Other Expense" in the Inspection Services division budget. The Planning Division is a major component of the department and their report follows below. However, it is important to know that the Planning Division, with its responsibilities to the Zoning Board of Appeals and the Planning Board, interacts regularly with other divisions of community development. Intimate knowledge of the actions of the ZBA and PB is imperative in order to provide effective code enforcement and engineering design services.

Three major sewer and drain rehabilitation projects will be underway by FY 2011. Wellington Brook watershed water quality improvements, the replacement of two sewer pumping stations, and upgrades to the sewer system in the Winn Brook neighborhood are projects funded through the Department of Environmental Protection using federal stimulus money. Administration, inspection and reporting under state and federal guidelines are required and will be of particular concern by the department. Road reconstruction will continue utilizing state Chapter 90 money and a local Capital Budget appropriation and design efforts will continue on the Trapelo Road/Belmont Street corridor. We anticipate final approval by Mass Highway sometime in calendar year 2011/2012. Currently funding for the project is programmed in FY 2014 however this could change if our project is in a position to move up and replace other projects that fall short of their projected construction date.

I expect building construction levels to stabilize and possibly begin to climb again in FY 11. Current staffing is adequate to handle this work. Code enforcement actions should remain consistent in the new fiscal year.

The Planning Division provides services to the Town in four areas: planning services (primarily land use), project related services, administrative services (staffing of permanent and temporary committees), and public services (public information and assistance). FY11 offers new challenges to the Planning Division as it is the first year following completion of the Town's Comprehensive Plan. The Division is staffed by the Planning and Economic Development Manager (Manager), the Planning Coordinator (Coordinator) and an administrative assistant, all full time positions. The Town's Zoning By-Laws were re-codified in 1988 but a natural outcome of the new Comprehensive Plan would be a significant update of the By-Law. Additionally, implementation of many of the recommendations of the Comprehensive Plan will require staff time to develop plans, e.g. parking management plan, and additional studies, e.g. Belmont Center traffic study. In the past, the Town has had the flexibility of hiring outside consultants to provide needed information. Finally, to take full advantage of the Town's GIS software, and for the more technically sophisticated presentation of planning, zoning and design concepts as demanded by the residents of the Town, current staff require training in the use of GIS and design software.

The Office of Community Development has maintained 8.97 FTE (3 in the Planning Division and 5.97 in the other divisions) for the past several years. This number has served the department well. Lowering this

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number would have a detrimental impact on the services provided by the department. Below is a chart showing how time is broken out amongst departmental staff:

<b>Office of Community Development FY 11 - FTE</b>				
	<b>Administrative</b>	<b>Engineering</b>	<b>Inspection/ Enforcement</b>	<b>Total</b>
Director	0.10	0.50	0.40	1.00
Admin Assist.	0.70	0.20	0.10	1.00
Admin Staff	0.13	0.00	0.50	0.63
Resident Engineer	0.15	0.80	0.05	1.00
Insp/Enfor Officer	0.40	0.40	1.20	2.00
Conservation Agent	0.17	0.09	0.08	0.34
<b>Total</b>	<b>1.65</b>	<b>1.99</b>	<b>2.33</b>	<b>5.97</b>

<b>Office of Community Development – Planning Division FY11 - FTE</b>				
	<b>Planning Services</b>	<b>Project Services</b>	<b>Administrative Services</b>	<b>Public Services</b>
Manager	.55	.25	.15	.05
Coordinator	.35	.45	.15	.05
Admin Assist	.15	.15	.15	.55
<b>Total</b>	<b>1.05</b>	<b>.85</b>	<b>.45</b>	<b>.65</b>

The summary budget is presented below in the same format. Values are derived from program budgets (each division, excluding Planning) and the corresponding FTEs. The values for planning are derived from the budgets for each function and the corresponding FTEs.

\* Not including Joint Inspection program

<b>Office of Community Development FY 11 - Budget Recap</b>				
	<b>Administrative</b>	<b>Engineering</b>	<b>Inspection/ Enforcement</b>	<b>Total</b>
Salaries	\$108,523	\$166,734	\$160,100	\$435,357
Benefits	\$ 22,109	\$ 44,334	\$ 32,646	\$ 99,089
Contractual	\$ 960	\$ 1,420	\$ 1,270	\$ 3,650
Other Non-Personnel	\$ 14,719	\$ 19,541	\$ 16,681	\$ 50,941
<b>Total</b>	<b>\$146,311</b>	<b>\$232,029</b>	<b>\$210,697</b>	<b>\$589,037*</b>

<b>Office of Community Development – Planning Division FY11 – Budget Recap</b>					
	<b>Planning Services</b>	<b>Project Services</b>	<b>Admin. Services</b>	<b>Public Services</b>	<b>Total</b>
Salaries	\$ 81,996	\$ 62,580	\$ 30,985	\$ 31,005	\$ 206,566
Benefits	\$ 6,467	\$ 5,235	\$ 2,771	\$ 4,003	\$ 18,476
Contractual	\$ 90	\$ 90	\$ 90	\$ 330	\$ 600
Other Non-Personnel	\$ 9,380	\$ 7,593	\$ 4,020	\$ 5,807	\$ 26,800
<b>Total</b>	<b>\$ 97,933</b>	<b>\$ 75,498</b>	<b>\$ 37,866</b>	<b>\$ 41,145</b>	<b>\$ 252,442</b>

## **Budget Comparison FY 10 to FY 11**

The FY 11 Office of Community Development budget is a level service budget with the exception of the addition of an overtime line item in both the engineering services budget and the inspection services budget. The additional \$5000 dollars added to the Engineering Services budget will help offset the considerable amount of compensatory time accrued by the Resident Engineer position as a result of roadway and sewer work. In calendar year 2009 over 143 hours of compensatory time was accrued. It is common for work to be performed outside of regular office hours and it is important to have staff supervising this work. An additional \$5000 will help meet collective bargaining contractual obligations. The additional \$1100 added to the Inspection Services budget will allow for quarterly night zoning enforcement. Night enforcement is the only means we have to verify compliance with commercial sign illumination requirements. It also allows us to enforce off-street parking regulations.

With the completion of the Comprehensive Plan, the Planning Division budget is reduced by approximately \$75,000. The Planning printing budget has been increased to insure sufficient copies of the Comprehensive Plan are available for department heads and the general public. Planning staff training in GIS and design software use also increases the Planning budget by \$4,500.

The standard budget presentation sheets are attached to this document.

## **Five Year Programmatic Plan**

Within the divisions of Administrative, Engineering, and Inspection Services, I expect our ability to meet future demands and expectations to remain the same as today if there is no dramatic change in the scope of responsibilities. A potential point of concern is the introduction of new stormwater management regulations by the federal Environmental Protection Agency. These new regulations could result in the need for additional staffing in order to meet reporting and performance requirements.

I feel strongly that the staff we have in place and the talent embodied in this staff allows us to perform at a high level given the demands and limitations we work under. We are not a perfect department but we strive for perfection every day. We are always searching for ways to improve our level of service for the benefit of the residents. The scope of our responsibilities is large and sometimes, as with code enforcement, success on one hand is offset by dissatisfaction on another. We strive to do what is best for the Town knowing that the Town is ultimately the benefactor of a job done well.

Over the next five years, the planning division will be faced with the challenge of implementing the Comprehensive Plan. While parts of the plan can be implemented utilizing current staffing levels, much of the plan requires additional resources and skills. Additionally, implementing the plan should proceed in a thoughtful and targeted approach and not in a piecemeal, haphazard one. Addressing several issues at once, e.g. commercial development, parking management, neighborhood impacts, historic presentation, and open space/alternate transportation connections are likely to exceed current staffing levels. Ideally, the division would increase its staffing levels with one additional FTE devoted to implementation of the Comprehensive Plan. At a minimum, the Division will need to increase its professional services and training budget. The public is increasingly demanding more technologically sophisticated presentations and explanations of the potential impacts of proposed zoning and design changes. With the implementation of the Town's GIS software system and the availability of simple design software programs, the ability to present more sophisticated analysis is available but requires staff training to upgrade their current skill levels. In particular, staff would be trained on the use of GIS and utilization of design programs such as Google sketch-up. Knowledge and use of these skills would allow better communication with the public in explaining zoning changes and project impacts on neighboring residential areas.

## **The \$100,000 Hypothetical Question**

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If the Department had an additional \$100,000 to spend on the Administrative, Engineering, and Inspection Services divisions, the money would be used to develop a strategy to digitize all of the plans and drawing this department is responsible for storing. Between engineering drawings and building plans we easily have tens of thousands of plans in storage. Digitizing these items would free up storage space and allow staff to be more responsive to records requests. In addition a strategy would also be developed to implement requirements for submitting future plans and drawing electronically.

Given a Planning Division budget of \$250,000, a 3% increase would total \$7,500. The additional \$7,500 would be utilized for implementation of the Comprehensive Plan. Several items requiring further study include development of a bicycle path through Belmont Center, development of design criteria for development/redevelopment along the Trapelo corridor, and development of criteria by which to identify open space parcels for potential purchase/protection.

## **Mission**

The mission of the Office of Community Development is to provide in a courteous, helpful, and cooperative manner, to the residents of Belmont, engineering services, land use planning and management services, administration services, inspectional services and enforcement of local, state and federal codes and regulations, at a professional level in order to protect and serve the interests of the residents.

## **Performance Highlights Fiscal Year 2010**

### Administration

- **Departmental Coordination**

Coordinated and monitored activities of all Divisions within the Office of Community Development to ensure efficiency and cooperation amongst all Divisions as well as with all other municipal Departments, Boards, and Committees.

- **Administrative Support**

Provided administrative and staff support to permanent and temporary committees assigned by the Town Administrator and/or Board of Selectmen including:

- Zoning Board of Appeals
- Planning Board
- Traffic Advisory Committee
- Conservation Commission

- **Personnel Training and Development**

Provided ongoing staff development. Updated procedural manuals and policy changes to maintain staff efficiency and responsiveness to the needs of the public. Staff continues to meet regularly to discuss building, engineering and administrative matters. Administrative staff participated in outside training to help enhance skill levels.

- **Web Master Duties**

Continued to update and enhance the departmental webpage in order to improve the public' access to building applications and planning documents. Links were created for all of the major engineering projects. Residents were able to access information relative to work being done within their neighborhoods and any changes in traffic patterns that might impact their daily activities or commute to work or school.

- **Zoning By-Law Updates**

Zoning By-Laws were updated to reflect amendments adopted through the 2009 Annual and Special Town Meetings. The By-Laws were printed in-house and posted on the Town's Website.

**Description of Services**

The Administrative Division is responsible for all bookkeeping related to the departmental budget. Staff monitors budget informing department head of potential cost overruns and ensures that no discrepancies exist between departmental and accounting records. Staff provides administrative support to the implementation of major capital projects including development of RFP's, issuance of contractual documents, and processing all paperwork for compliance with various State and Federal regulations. Staff also is responsible for all bookkeeping functions related to project budgets including payments to vendors. In FY10, staff also provided vital record keeping services for three major sewer projects funded in part by federal stimulus money through the American Recovery and Reinvestment Act (ARRA).

**FY10 Performance Strategies**

- Continue to coordinate all Divisions within the Office of Community Development as well as with all other municipal Departments, Boards, and Committees.
- Continue to provide ongoing staff development to keep staff efficient and responsible to the needs of the public.
- Continue updating the Office of Community Development website for use as an effective tool to disseminate information regarding Departmental projects

**Planning Division**

- **Planning Services**

Coordinated and managed development of a Comprehensive Plan for the Town including issuance of an RFP for consultant services, drafting a scope of services, working with selected consultant to schedule and run committee and public meetings. Received conditional approval of the 2008 Open Space and Recreation Plan Update. Drafted and presented zoning amendments at both the 2009 Annual and Special Town Meetings and for the 2010 Annual Town Meeting including significant revision to the Town's Inclusionary Housing By-Law. Prepared residential parking regulation study for Planning Board and subsequent report with recommendations to the Board of Selectmen.

- **Project Related Services**

Provided professional review services to both the Planning Board and the Zoning Board of Appeals. Met with developers to discuss potential projects in Waverley Square, the Baker properties along Common Street, in Cushing Square and the former Our Lady of Mercy site. Studied existing uses of institutional parking lots and recommended zoning changes effectively increasing the number of parking spaces available in the Town. Continued to monitor McLean Development related projects.

- **Administrative Services**

Provided staff support to the Planning Board and the Zoning Board of Appeals. Provided staff support to the Capital Projects Overview Committee. Continue to administer the HOME program on behalf of the Town. Review and update the Planning Division's web site to insure timely information is available to the public on proposed projects, zoning changes, and information public meetings. Established Town Meeting Member email lists for 5 Town precincts to better disseminate information on upcoming meetings and warrant articles.

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- **Public Services**

Assisted property owner in drafting a zoning amendment to change the designation of a parcel from residential to commercial. Assist property and/or business owners in preparation of applications for special permits and site plan reviews. Respond to phone and email requests for information on projects, zoning issues, and general community development information. Submitted several articles to local newspaper to keep citizens informed of zoning and other planning events.

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**Description of Services**

The Planning Division provides professional planning services to the Town offering guidance on land use issues to the Board of Selectmen, Planning Board and the Town Administrator. The Division staffs and provides administrative support regularly to the Planning Board and the Zoning Board of Appeals. Planners also staff temporary committees such as the Capital Projects Overview Committee. The Division also reviews grant programs for opportunities to secure funding for various community development purposes. The Division represents the Town at local, regional and state meetings and planning activities involving land use matters. The Division is responsible for the coordination, research and completion of various planning projects, research activities and studies such as the comprehensive plan. Staff planners draft and review zoning articles to be considered by Town Meeting.

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**FY10 Performance Strategies**

- To work with consultant to complete comprehensive plan and to develop community wide acceptance of recommendations and strategies.
- To develop zoning amendments to enhance development opportunities along South Pleasant Street
- To work with developers to promote acceptable projects in Cushing and Waverley Squares.
- To provide project review services encouraging residentially acceptable projects that meet the needs and lifestyles of the individuals proposing the projects.
- To develop zoning amendments that improves the character of the Town's commercial districts.
- To provide project review services that insure quality development that does not negatively affect the Town's storm water management, water quality, and residential character and positively affects the Town's physical charm, historic character and small town feeling.

**ENGINEERING DIVISION**

- **Pavement Management Project**

Several roads were reconstructed this year from Capital Budget Committee and state Chapter 90 funds and, as a one time source, additional money from 2008 Annual Town Meeting. The following roads were reconstructed:

Marsh Street – Winter Street to Evergreen Way  
Park Avenue – Route 2 to the Prospect Street circle  
Sycamore Street – White Street to Lexington Street  
Goden Street – Concord Avenue to School Street  
School Street – Temple Street to Belmont Street  
Grove Street – Washington Street to Fairview Avenue  
Concord Avenue – West Bound (Louise Road to Cottage Street) East Bound (Cottage Street to Underwood Street)

In addition, the Engineering Division managed the reconstruction of the driveway along the front of the High School and improvements in the parking lot and on the concrete sidewalks at the Memorial Library. The total cost of this project was \$1,599,916.



- **Wellington Brook Watershed Water Quality Improvements**

The Town of Belmont is under an order from the state Department of Environmental Protection to improve the storm water quality in the Wellington Brook Watershed. A \$1,723,768 contract was awarded and work is currently underway for the repair and relining of sanitary sewers and storm drains in the Wellington Brook watershed. This project is being funded under authorization from Annual Town Meeting through the Clean Water State Revolving Fund 2% borrowing program. A portion of the funding is provided by federal stimulus money through the American Recovery and Reinvestment Act (ARRA).

- **Pumping Station Replacement Project**

The Town of Belmont Department of Public Works maintains two sanitary sewer pump stations, at the end of Woodbine Road and at the intersection of Stony Brook Road and Birch Hill Road. A \$590,360 contract was awarded and work will begin in the spring of 2010 to replace these stations. This project is being funded under authorization from Annual Town Meeting through the Clean Water State Revolving Fund 2% borrowing program. A portion of the funding is provided by federal stimulus money through the American Recovery and Reinvestment Act (ARRA).

- **Winn Brook Area Sewer Overflow Mitigation Project**

The residents of the Winn Brook neighborhood have historically experienced sewer back-ups during heavy rain events. We have been studying this problem for over three years. A solution has been developed and a contract to make improvements will be awarded in early 2010. The estimated cost of the project is \$8,000,000. The proposed solution has been reviewed and approved by the Massachusetts Water Resources Authority (MWRA) as the receiving entity of our sewer flow and the City of Cambridge since they are directly impacted by the performance of our sewer system. The project is proposed to include the removal of infiltration and inflow (I/I) from the sanitary sewer system in several areas in Belmont as I/I from all of Belmont is contributing to the problems in the low-lying Winn Brook neighborhood. This project is being funded under authorization from Annual Town Meeting through the Clean Water State Revolving Fund 2% borrowing program. A portion of the funding is provided by federal stimulus money through the American Recovery and Reinvestment Act (ARRA).

- **Reconstruction of Trapelo Road/Belmont Street Corridor**

Staff continued working with our traffic consultant, the BSC Group, and the Traffic Advisory Committee on the redesign of Trapelo Road/Belmont Street. 75% design drawings were submitted to the Massachusetts Highway Department. Mass Highway has programmed design completion for 2011 and the Metropolitan Planning Organization, the funding authority for the project, has programmed construction funding in 2014. To date the Town of Belmont has contributed \$1,142,200 in funding for the design of this project.

- **Transfer Station Closure Plan**

Staff continued to work closely with the Department of Public Works and our consultant Camp Dresser and McKee on the closure of the former incinerator site (Transfer Station) on Concord Avenue. This site is under an Administrative Consent Order from the state Department of Environmental Protection and must be capped and formally closed.

- **FEMA Flood Insurance Mapping**

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Staff continued to work to successfully adopt the new Flood Insurance Rate Maps prepared by FEMA. Town Meeting approval will be necessary for final adoption of the maps, most likely in the spring of 2010.

**Description of Services**

The Engineering Division provides professional municipal engineering functions on major infrastructure improvement projects. Also provides engineering support for sanitary sewer, storm drain and traffic related issues. Responsibilities include developing and issuing construction documents, providing construction oversight, processing all paperwork for compliance with various regulations. Staff support is provided to the Traffic Advisory Committee, Conservation Commission, and other ad hoc working groups. Three major sewer projects are funded in part by federal stimulus money through the American Recovery and Reinvestment Act (ARRA) and require a considerable amount of oversight and regular reporting the state Department of Environmental Protection.

**FY10 Performance Strategies**

- Work closely with private consultants and when necessary the Department of Public Works to ensure the development of a well thought out sensible solution for the major repair of infrastructure.
- Limit financial impacts to the residents by making sound decisions on the scope and execution of major infrastructure repair projects.

Inspection Services Division

- **Review Permit Applications and Issue Building Permits**

Through November 2009, 404 Building Permits have been issued. Compared to calendar year 2008 this number is down only 10 permits. The revenue generated from permits through November 2009 is \$199,821. Compared to calendar year 2008 this number is down \$105,531. Property owners appear to be focusing on smaller, less expensive projects.

- **Investigates and Follows-up on Building Code and Zoning Violations**

Through November 2009, 43 code enforcement violations have been cited. Specifically, 9 building code violations, and 34 zoning and general by-law violations have been cited.

- **State Mandated Inspections Required for Various Certificates**

Through November 2009, 44 state mandated inspections have been performed on places of public access or assembly. We are scheduled to perform 120 inspections in FY10. These inspections vary from year to year depending on the certification period.

**Description of Services**

The Inspection Services Division reviews all Building Permit applications verifying that the proposed construction complies with the Town's Zoning By-Laws and State Building Code requirements. In addition, Inspectional Services staff reviews sign, tent, home occupation, and newsrack placement applications making sure that they comply with the Town's Zoning and General By-Law requirements. Staff is also responsible for inspecting various places of public access and assembly as well as inspections required for the issuance of a Certificate of Occupancies, which indicate that a project has been completed in conformance with the Massachusetts State Building Code.

**FY10 Performance Strategies**

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- Work closely with residents, contractors and architects, and other property owners to ensure compliance with all local, state, and federal codes.
- Interact with permit applicants in a helpful and courteous manner always remembering that we are providing a service to the public, protecting their interests as well as ours.
- Enforce zoning regulations and general by-laws in a fair and thoughtful manner remembering that compliance, not punishment, is the goal of code enforcement.

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## DEPARTMENT OF PUBLIC WORKS

### Executive Summary

#### Overview

The Department of Public Works (DPW) provides a wide variety of important services to the Town. Many of these services affect every resident, many daily, such as maintaining the roadway system, supplying clean drinking water (and fire protection), collecting and transporting wastewater from every building as well as collecting and disposing of solid waste (trash) for public health and providing environmental and cost beneficial recycling services. In addition to providing these "routine" services, the DPW also provides public safety services related to the weather such as making the roads and sidewalks passable and reasonably safe during snow and ice events, responding to flooding from rain storms and tree damage from wind storms. These routine and public safety related services require 24 hour - 365 day per year capability to respond with staff, funding and resources that are critical to serve the residents and general public.

The DPW also provides some services that directly benefit more targeted groups such as services from the Cemetery Division and Parks and Facilities. Parks and Facilities serves many groups; School Department athletics, most Recreation Department programs, Belmont Little League, Belmont Babe Ruth, Belmont Soccer and the general public. In 1970 there were 25 sports offered by the High School and in 2000 there were 53 sports offered. This increase is not all related to field use but there has been a dramatic increase in workload for Parks and Facilities to meet the needs of these programs. In good weather the fields are well used and in high demand. A snapshot of this usage in 2000 is:

#### Recreation Department Programs in 2000

##### Spring programs:

- Belmont Soccer Association and Belmont 2<sup>nd</sup> Soccer – 1,350 children
- Adult Soccer – 100 adults
- Little League – 400 children
- Conley League Baseball & Tee-Ball – 472 children
- Babe Ruth baseball – 100 children
- Adult Slow Pitch Softball – 160 adults
- Lacrosse (Recreation) – 50 children
- Community Soccer – 90 children

##### Fall Programs

- Belmont Soccer & Belmont 2<sup>nd</sup> Soccer – 1300 children
- Community Soccer – 90 children
- Adult Soccer – 100 adults
- Adult Slow Pitch Softball – 160 adults
- Lacrosse (Recreation) – 50 children

Parks and Facilities also operates and maintains the Skip Viglirolo Skating Rink and the Underwood Pool (programming is in cooperation with the Recreation Department). These facilities are both beyond their useful life but through the efforts of staff and support of the Town these facilities are still operating and enjoyed by many people.

The tax-supported programs within the Public Works budgets have been reviewed, adjusted, trimmed, consolidated and cut for many years since the passage of Proposition 2 ½ in 1980. The impact of these changes has reduced our ability to provide service to our residents and the general public and to adequately maintain out investment in the infrastructure of the community. Cuts, level funding or minimal increases of service and supply items has eliminated the flexibility within the budget to fund any significant change in conditions. Since the DPW has many weather related services and programs it is often very challenging to stay within the appropriated budget. Also, within the last 20 years Public Works permanent staff has

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been reduced by 26 percent and seasonal staff has been reduced by 80 percent. The staffing in the Highway Division alone has been reduced by 36%. Since Public Works provides such a wide variety of services, and the Town generally does not eliminate services, the impact of these changes for the casual observer is a subtle reduction in some services. For the staff it has been a significant challenge to provide quality service to the residents. A few examples are: reduced maintenance and delays in non-emergency repairs for the sanitary sewer and storm drain systems, reduced frequency of street sweeping, reduced litter collection in business areas and public parking lots and reduced care of delta's and grounds. Best management practices require that the sanitary sewer and storm drain systems are routinely cleaned to minimize the disruption of service but this is impossible under the current staffing limitations. Since some of our services demand immediate attention for public health or safety other less obvious services are frequently delayed. It is the nature of Public Works operations to be constantly adjusting to changing conditions both from a weather as well as a service perspective.

Below is an overview of the department in term of manpower as well as budget. This in all inclusion and includes the water and sewer enterprise budgets.

**Public Works - FTE**

	Water & Sewer Utilities	Street Maintenance	Grounds Maintenance	Trash & Recycling	Central Fleet Maintenance	Total
Administration	1.5	0.46	0.23	1.67	0.14	4
Other	24	4	14.66	2	6	50.66
<b>Total</b>	<b>25.5</b>	<b>4.46</b>	<b>14.89</b>	<b>3.67</b>	<b>6.14</b>	<b>54.66</b>

**Public Works Budget Recap**

	Water & Sewer Utilities	Street Maintenance	Grounds Maintenance	Trash & Recycling	Central Fleet Services	Total
Salaries	\$ 1,345,508	\$ 383,449	\$ 691,992	\$ 155,092	\$ 350,255	\$ 2,926,296
Benefits	\$ 819,688	\$ 61,585	\$ 160,638	\$ 49,681	\$ 104,686	\$ 1,196,278
Overtime	\$ 2,556,105	\$ 175,866	\$ 74,178	\$ 2,250	\$ -	\$ 2,808,399
Other Expenses	\$ 8,731,540	\$ 555,001	\$ 402,202	\$ 2,441,199	\$ 184,423	\$ 12,314,365
Utilities	\$ 37,914	\$ 308,875	\$ 130,253	\$ -	\$ -	\$ 477,042
Capital	\$ 1,939,590	\$ -	\$ 24,300	\$ -	\$ -	\$ 1,963,890
<b>Total</b>	<b>\$ 15,430,345</b>	<b>\$ 1,484,776</b>	<b>\$ 1,483,563</b>	<b>\$ 2,648,222</b>	<b>\$ 639,364</b>	<b>\$ 21,686,266</b>

**Administrative Office Provides the Following Services to all programs in the Public Work Department:**

Provides central administrative services to all Public Works functions including Cemetery, Highway, Parks & Facilities, and Water Divisions. This includes policy, planning, administration, budget, capital equipment and projects, contracts, personnel coordinating customer service, allocating and coordinating resources.

**Utilities includes:**

**Water, Sewer & Storm Water Maintenance**

Water, Hydrants, Sewer & Storm Drain maintenance & repairs, maintenance of the two Pumping Stations, Inventory control, Utility Billing, Meter Reading, MWRA & DEP compliance reports & testing.

**Street Maintenance includes:**

**Street Maintenance, Snow & Ice Control & Street Lighting**

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Repairing Potholes & Signage, Street Painting, Snow & Ice Control, Inventory control, Accident Clean up, Routine Maintenance of Roadways & Sidewalks.

**Grounds Maintenance includes:** **Parks & Facilities, Delta Maintenance, Forestry & Cemetery**  
Maintaining all Town Fields, Deltas, Tree Lawns, Cemeteries, Trimming, Planting & Removal of all Street Trees,  
**Trash & Recycling includes:** **Solid Waste Collection & Disposal**  
Operations of the Concord Avenue site, deliver supplies to PW office, assists residents with trash & recycling issues.  
**Central Fleet Services includes:** **Central Fleet Maintenance**  
Maintenance & repair of all Town owned vehicles & small equipment, Inventory control, operations of the central fueling station & used motor oil drop off site.

A list of recent budget cuts follows:

FY 2009 Budget Cuts

The final budget cuts for FY 2009 were as follows:

Highway Division

1. Street Maintenance - \$28,000 – Street Opening Permit Coordinator
2. Street Maintenance - \$4,000 – Professional Services
3. Delta & Grounds Maintenance – Water - \$2,670 - Eliminate watering deltas.
4. Delta & Grounds Maintenance – PW Supplies - \$3,330 – Eliminate flower planting.
5. Forestry Services - Planting Trees - \$13,800 – Eliminate tree planting program (subsequently restored by a private donation for FY 2009)
6. Parks & Facilities - \$1,800 - Overtime
7. Street Lighting - \$178,125 – Eliminate the use of ½ of streetlights. (subsequently the was program adjusted to a \$28,800 savings in FY 2009 and anticipated \$83,200 savings in FY 2011)

Parks & Facilities

1. Overtime - \$1,800

Cemetery Maintenance

1. Overtime - \$700

FY 2010 Budget Cuts

The final budget cuts for FY 2010 were as follows:

Cemetery Division

1. Maintenance - Part Time Temporary - \$19,494 – Reduce part time staff hours
2. Maintenance - Wrought iron fence painting - \$11,800 – Eliminate funding for fence repainting

Highway Division

1. Administration - In-State Travel - \$3,598 – reduce attendance at professional meeting and educational seminars by about 65%
2. Street Maintenance – Professional Services - \$8,000 – Eliminate poison ivy control program on public ways and rental equipment to repair potholes.
3. Central Fleet Maintenance - \$42,640 – Eliminate Garage Attendant position (vacant by hiring freeze)

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4. Central Fleet Maintenance - \$45,552 – Eliminate Mechanic position (layoff)
5. Central Fleet Maintenance - \$9,900 – Eliminate equipment for the Fleet Maintenance Facility. This equipment is necessary to keep current for Town vehicle maintenance.
6. Solid Waste Collection & Disposal - \$42,640 – Eliminate SHMEO (Heavy Equipment) Operator (vacant by hiring freeze)
7. Solid Waste Collection & Disposal - \$90,000 – Savings from new trash disposal contract

**Parks & Facilities**

1. Pool Supplies - \$795 – budget reduction

It is important to note that it is increasingly difficult to reduce the budget in successive years because we are working on a constantly shrinking base of reduced resources.

On a more positive note, the consolidation of public works services into the Department of Public Works has lessened the impact of reductions. The combined larger consolidated DPW staff and equipment are now used to more efficiently provide service as needed regardless of function. Cross training of staff and the availability of all equipment and resources benefit the Town by providing more efficient and effective services. With fewer resources it is important that the DPW continue to develop a flexible force to provide service to the Town.

It is important to mention that for many years the Parks and Facilities program has and continues to enjoy significant support from several community sports-related organizations that enhance the fields. The appropriated funding for the program would not allow for the level of quality that the fields maintain without this support. The list of contributions for CY 2009 follows:

**Brendan Grant Foundation**

1. New sod for varsity baseball field	\$8,000
2. Infield mix Varsity & JV Diamond	\$2,000
3. Pads for wall at Varsity Field	<u>\$2,000</u>
Total =	\$12,400

**Belmont Soccer**

1. Sodding, seeding, fertilization, irrigation of soccer fields at PQ, Grove St. & Concord Ave. JV Field	\$25,000
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**Belmont Second Soccer**

1. Fertilization and irrigation of soccer fields	\$4,000
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**Belmont Lacrosse**

1. Funded ½ of maintenance of turf field	\$2,900
2. Funded walking lights for turf field	<u>\$2,000</u>
Total =	\$4,000

**Belmont Lions Club**

1. Funded the walking lights for the track	<u>\$2,000</u>
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Grand Total = \$47,000



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It is also noteworthy that Parks and Facilities annually utilizes free labor (generally 6 people for a total 4 weeks) from the Middlesex County Sheriffs Office to prepare both the Underwood Pool and the Skip Vigliolo Skating Rink for their respective seasons.

**FY 2010 and FY 2011 Budget Comparisons**

The FY 2011 budget is a level service budget. As I mentioned earlier, this is a significantly reduced service budget because of reductions in both staff and resources over time. The differences in the budgets are as follows:

Cemetery Division

1. Maintenance – Capital Outlay - \$6,500 – augment the chip seal stone on Highland Meadow Cemetery Road

Highway Division

*Street Maintenance*

1. Full Time Salaries - \$50,000 - This new initiative is to provide a new position for full time Street and Trench Opening Permit Coordinator and Inspector to administer the recently approved regulations approved by the Board of Selectmen. This position is expected to be offset by revenue from the new permit program.

*Central Fleet Maintenance*

1. Full Time Salaries - \$84,533 – Added the fund the Mechanic and Garage Attendant/Truck Driver positions that were cut in FY 2010.

*Solid Waste Collection and Disposal*

1. Full Time Salaries - \$40,754 – Added to fund the SHMEO (Heavy Equipment Operator) that was cut in FY 2010

Parks & Facilities

1. Capital Outlay - \$17,800 – Replace 48” lawnmower at \$6,000, Replace netting at the Ice Rink at \$3,000, Rink Envelope Sealing at \$5,000, Repair Rink Player Benches at \$3,800

**Enterprise Funds**

FY 2011 Sanitary Sewer level Service Budget Discussion

The level service budget maintains the current levels of services provided by the Sewer Maintenance Program including the capital investment program administered by the Office of Community Development. Minimal increases are noted in certain line items, which pertain to personnel and some supplies. A significant 10 % increase in the MWRA Sewer Assessment is included. The MWRA Sewer Assessment is preliminary and may change as the MWRA develops its' FY 2011 budget.

FY 2011 Water Division Level Service Budget Summary

The level service budget maintains the current levels of services provided by the Water Division including the capital Water Main Replacement Program. Minimal increases are noted in certain line items, which pertain to personnel and some supplies. A preliminary estimated 2% increase in the MWRA Water Assessment is included. The MWRA Water Assessment is preliminary and may change as the MWRA develops its' FY 2011 budget.

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The Water Main Replacement Program will remain at about \$1.3 million. This follows the financial plan developed and approved two years ago that will allow important improvements to the water system distribution system that will be completed in about 18 years.

Also noteworthy is the necessity to budget for \$100,000 for roof replacement in the FY 2011 budget. All Public Works buildings, including Water, will begin to require significant maintenance as many of their mechanical and building envelope systems are beyond their useful life.

### **Future Issues**

#### **Roads and Sidewalks**

The Towns' lack of ability to adequately and consistently fund the road and sidewalk maintenance and construction repair budgets needs to be addressed. These assets are critical to maintain the quality of life in Town. In addition, the timely investment in this infrastructure will not only improve the functionality and appearance of the Town but will save money.

#### **Tennis Courts**

The Grove Street tennis courts had to be closed the past three summers because the cracks in the playing surface became too large for safe play. For two summers we were forced to close two of the four tennis courts at the Winn Brook tennis courts also because of large cracks in the surface making the courts unplayable. DPW has requested a new short term solution for the tennis courts as follows:

#### **Background**

There are 4 tennis courts at Grove Street (all closed for 3 seasons), 4 at Pequossette Park, 4 at Winn Brook Park (2 courts closed for 2 seasons), 2 at the Chenery Middle School and 10 at the High School (2 courts closed for several seasons). As we discussed, the Town has to decide how many courts are necessary given the current use and the Town's financial situation to decide on the number and location of repair, replacement or the complete elimination of courts.

Recently we reviewed, evaluated and discussed the condition and use of the courts with staff including Town Administrator Thomas Younger, Recreation Director Bill McKenney, Asst. DPW Director Michael Santoro and Parks Superintendent Joseph Urciuolo.

#### **Recommendation**

Given the usage and condition, the review group's recommendation for the short term future of the tennis courts is the following:

- In FY 11 budget to remove the existing fencing, pavement and posts at the Grove Street location and loam and seed the area for use as open space. This is estimated to cost \$12,000 for materials using DPW staff for labor.
- In FY 11 budget to fill and seal the cracks and provide a new wearing surface at the Winn Brook location. This is estimated to cost \$12,100 and is expected to make the 4 courts usable for about 3 to 5 years. The existing defects of puddles after rain and deteriorated fencing will remain.
- In FY 12 budget to fill and seal the cracks and provide a new wearing surface at the Pequossette location. This is estimated to cost \$12,100 and is expected to make the 4 courts usable for about 3 to 5 years. The existing defects of puddles after rain and deteriorated fencing will remain.
- This plan will give the Town 8 courts at the High School, 4 courts at Winn Brook, 4 courts at Pequossette and 2 courts at the Chenery Middle School

The Board of Selectmen has reviewed this recommendation and supports this funding request.

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These are only short term improvements that will make these courts reasonable safe for public use. There will remain the need for long term planning that is consistently funded for tennis court replacement estimated at \$50,000 per tennis court or \$200,000 per 4 court location.

Former Incinerator Site

The former Incinerator Site's ash landfill is under a DEP Consent Order to cap the landfill. In the near future the Town will have to decide the post-closure use of this site as well as to fund the removal of the old Incinerator Building and construction for capping and post closure use of the site.

Underwood Pool

The Underwood Pool and bathhouse are past their useful life and planning is necessary to decide how the Town will address this popular facility.

Skip Vigliolo Skating Rink

The Skip Vigliolo Skating Rink is also past its useful life and although the Town has recently upgraded some of the ice making equipment this facility is still in need of a plan to address its eventual replacement. This facility is used for school athletic programs, local hockey groups and the residents. Planning is vital if the town is to have a functional rink in the future.

Water and Sewer Rate Increases

The Water and Sanitary Sewer and Stormwater enterprise programs continues to be a concern with rising sewer rates primarily caused by the Massachusetts Water Resources Authority (MWRA) charges and our reinvestment in the Towns water, sewer and storm drainage systems driven by both need and/or regulatory requirements. The preliminary rate increase for the FY 11 MWRA sewer assessment is 10 % and the water assessment is 2%. The goal is to continue to keep the water and sewer rate increases for our customers at approximately 5 % or less.

New Public Works Facility

The Town commissioned a study in 2005 for a feasibility and programming study for a new Public Works facility to replace the existing scattered group of aging buildings. This facility was estimated to cost about \$20M and would provide a modern, efficient facility as well as allow all of the staff and equipment to work from a single location providing additional operational efficiency. Until this facility is built the town will be required to continue to put money into deteriorating buildings that are energy and functionally inefficient.

**Recommended Changes and Improvements**

The consolidation of the public works services in to the Department of Public Works in 2003 was an important step in providing a comprehensive, cohesive approach to providing service. As time has passed, we have continued with the original plan to implement organizational changes at every opportunity. This method and approach to providing service as one organizational group has improved the ability to provide service in spite of declining resources.

**Requests in Addition to Level Service Budget**

As requested, I have calculated 3% of the tax supported portion of the Public Works budget (\$6,234,544) at \$187,036. If this amount were available I would recommend the following:

Added in the FY 2011 requested budget -

- Restored the Mechanic Position and Garage Attendant Position at \$84,533
- Restored the SHMEO (Heavy Equipment Operator) at \$40,754

Not added in the FY 2011 requested budget

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- Purchase equipment for central Fleet maintenance at \$10,200
- Restore the tree planting budget in Forestry at \$14,300
- Place the remaining \$37,249 into the sidewalk repair line item

**PROGRAM: Department-Wide**

**PROGRAM DESCRIPTION**

**Administration**

This program provides central administrative services for all Public Works functions including Cemetery, Highway, Parks and Facilities and Water Divisions. This includes policy, planning, administration, budget, capital equipment and projects, contracts, personnel, coordinating customer service, allocating and coordinating resources.

**Highway Division**

*Street Maintenance*

Highway Division repairs, patches, clean, and signs Belmont's 78 miles of public roads and 97 miles of paved sidewalks. In addition, the Highway Division cleans, installs signage and performs minor maintenance work on 8 miles of private ways. Highway personnel paint crosswalks, center and parking lines. All public and private roads are cleared and treated by the Highway Division during snow and ice conditions. The Highway Division maintains a 24 hour per day, 7 day per week emergency response capability for all programs.

*Sanitary Sewer Maintenance*

The Highway Division is responsible for the maintenance, construction and repair of the sanitary sewer system. This includes 76 miles of main lines and 6,700 service lines to buildings on both public and private ways. The division also maintains two sanitary sewer pumping stations. Complete maintenance of all service connections to buildings is provided at no cost to residents. This program is user fee funded and sanitary sewer fees are based on 100% of metered water consumption with the rates set annually by the Board of Selectmen.

*Stormwater Maintenance*

The Highway Division is responsible for the maintenance, construction and repair of the storm drain system. This includes 54 miles of main lines and 1,900 catch basins. As the local brooks, streams and water bodies are receiving waters for the storm drain system the Highway Division provides maintenance of these resources. Maintenance of all service connection to buildings is provided at no cost to residents. This program is user fee funded and sanitary sewer fees are based on 100% of metered water consumption with the rates set annually by the Board of Selectmen.

*Central Fleet Maintenance*

The Highway Division manages a Central Fleet Maintenance operation for all town-owned vehicles and equipment. Staff provides a wide range of vehicle maintenance and repair service at this facility. Central Fleet Maintenance also provides valuable resources to all other departments because of their mechanical expertise. Waste motor oil recycling is available for town residents at this facility. This is the base facility for all Highway Division operations and provides storage for all Highway Division vehicles and equipment. The Highway Garage also stores vehicles from Council on Aging, Health Department and the DPW Parks and Facilities Group.

*Forestry Service*

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Under the direction of the Tree Warden, the Highway Division contracts with a tree service company to care for, remove, and replant the 10,000 or so public shade trees. This program provides the resources to care for and sustain our urban forest. The Department continues to have staff from the Highway Division and the Tree Warden work with the Shade Tree Committee and Belmont Garden Club to coordinate the care for public shade trees.

*Delta and Grounds Maintenance*

The Highway Division is responsible for 52 separate deltas, islands and public spaces totaling about 53 acres; the largest single location is Clay Pit Park. This program supports the cleaning, planting, mowing and maintenance of these properties. Highway Division staff works closely with volunteers from the Shade Tree Committee and the Belmont Garden Club to beautify these public areas.

*Solid Waste Collection and Disposal*

This program provides trash collection and disposal, recycling collection and marketing and yard waste collection and commercial composting by contract to serve all 10,300 residential dwelling units. Also supported is the Transfer Station site on Concord Avenue (the former Incinerator Site). This site is valuable to the entire town as it provides a location for the following: disposal of excavated material, recycling of asphalt and concrete, temporary storage of tree stumps and logs, temporary storage of leaf compost, temporary storage of appliances from our curbside collection program and snow storage. In addition, during major weather events this site provides a location for large scale storage of downed trees and limbs.

**Parks and Facilities Group**

Parks and Facilities provides for the cleaning, maintenance, repair and improvement of the resources for recreational enjoyment for about 62 acres of parks including the operation of two major facilities. These include; the Skip Viglirolo Skating Rink, Underwood Pool and adjacent park, Concord Avenue Athletic Fields and facilities, Hittinger Street Field, Town Field, Pequossette Field, Chenery Middle School Field, Grove Street Field, Payson Park Playground and Winn Brook Field. In addition, this group maintains the seven tot lots as well as the tennis courts at the Grove Street Field, Pequossette Field, Chenery Middle School Field and Winn Brook Field.

Parks and Facilities supports a wide group of athletic facility and field users including the School Department Athletic Programs, Belmont Little League, Belmont Babe Ruth, Belmont Soccer and a wide variety of Recreation Department programming and the general public. These facilities as well as the Skip Viglirolo Skating Rink, Underwood Pool and the Tot Lots are utilized and enjoyed by many residents.

**Cemetery Division**

The Belmont Cemetery on Grove Street was opened when the Town was incorporated in 1859 and is an important part of the community's identity. The Town cemetery is a vital tradition for many Belmont families, spanning several generations. It is a place to memorialize loved ones as well as a place to seek solace. Over the past decades, the cemetery has also turned into a place for walkers and bird watchers. The obligation and expectation of perpetual care for the Belmont Cemetery's entire 20-acre site is significant.

The opening of the Town's new 4 acre Highland Meadow Cemetery on Concord Avenue, officially dedicated on October 20, 2007, represents significant challenges for the administration, maintenance and services provided by the Cemetery Division. Public Works is committed to operating and maintaining this four acre site as "a pastoral landscape dedicated to remembering".

*Cemetery Administration*

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The administration of the Belmont Cemetery is strongly governed by the obligations created by M.G.L. Chapter 114. It is equally weighted by the expectation of those who have purchased perpetual care. The Cemetery grounds must present a visual image of peace and tranquility consistent with the image presented at the time of plot purchase.

Significant duties include supervising and allocating labor, planning work schedules to achieve desired results, supervising the memorial Tree Planting Program and the Annual Planting Program (including meeting with enrollees to assure proper plant material selections, payments and locations); supervising all work done on the grounds by Town employees or vendors; consulting with undertakers and bereaved families; and determining the availability of burial capacity at specified locations.

*Cemetery Burial Activities*

The Cemetery Division performs all services related directly to interments, both casket and cremated remains. Activities include planning, digging, preparing and executing the burial. The staff supports the grieving families before, during and after the burial.

*Cemetery Maintenance*

The perpetual care maintenance of the Belmont Cemetery has been articulated and incorporated into the DPW structure documents. The labor to achieve these standards is a major thrust of the Cemetery year-round work. Standards include: lawn is cut to approximately 2 ½ inches; trimming around each gravestone and marker; trees are mulched and pruned for appearance and safety; headstones are straightened and kept upright; settled graves are filled and re-seeded in a timely fashion; removal of trash blowing or caught in perimeter fences; roads and paths kept clear of debris and snow; catch basins kept free of debris; visitors are assisted as required; fallen leaves and branches are removed on a regular basis; trees are replaced when necessary; reseeded and over seeding lawn areas; staff is responsive to requests and complaints; sites designated for the Annual Planting Program are planted yearly by Memorial Day; damage is repaired in a timely manner; decorations and floral displays are removed in a timely fashion; bushes around individual plots are removed when left unattended or when they become problematic; flags are properly placed, removed and disposed of in accordance with law; landscape is watered when appropriate; trash barrels and working water faucets are available for visitor's use; fences are maintained and painted; and buildings are kept in good repair and appearance.

The Cemetery Division is responsible for:

- Recording death records as mandated by M.G.L. Chapter 114;
- Working closely with the Board of Cemetery Commissioners to set prices for graves and lots; setting rules/regulations;
- Providing bereaved families with information and comfort;
- Working with families of Belmont Veterans seeking burial plots in Belmont;
- Seeking to preserve the commitment to perpetual care; and
- Actively market for sale of graves/lots; publicize prices and regulations.

**Water Division**

The Water Division is responsible for investing in the water infrastructure to maintain the reliable capability of delivering safe drinking water in adequate quantities for domestic and business use as well as for public safety fire fighting to the community. In addition, the Water Division is responsible for all compliance with the Safe Drinking Water Act. This Division performs all maintenance and repair functions for the Town's water distribution system, including water mains and gates, fire hydrants, and individual property water service lines on both a scheduled and emergency basis maintaining a 24 hour per day, 7 day per week emergency response capability. The Division also performs many contractor support functions such as water main and service mark outs. The Water Division also is responsible for the ongoing Water Main Capital Improvement Program which will eventually replace about 40% of the

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distribution systems' pipelines. Specific functions include project selection, design oversight, construction supervision and contractor support. The Water Division is also responsible for Water/Sewer Billing and customer support functions through a consolidated meter reading and billing service with the Belmont Municipal Light Department.

## **2009 - 2010 MAJOR ACCOMPLISHMENTS**

### Administration

1. Worked with the Board of Selectman and the Capital Planning and Oversight Committee to develop a plan of re-use for the former Incinerator Site on Concord Avenue.
2. Worked with the Light Department converting the utility billing to Cogsdale Utility Billing Software.
3. Continued the administrative oversight and team building for all public works functions to coordinate the delivery of services.
4. Successfully coordinated, bid and constructed the Water Main Capital Improvement Program to complete the 30-year plan on schedule.
5. Coordinated the Water Main Capital Improvement Program with the Office of Community Development (OCD) Pavement Management Program.
6. Worked with the Water Advisory Board to resolve water and sewer billing disputes.
7. Worked with the Water Advisory Board on the financial oversight of the Water Division as well as the planning and implementation of the Water Main Capital Improvement Program.
8. Worked with the Board of Cemetery Commissioners on the financial oversight of the Cemetery Division.
9. Working with the Sewer and Stormwater Committee and Office of Community Development to continue the Sewer and Stormwater Capital improvements.
10. Represented Belmont on the Massachusetts Water Resources Authority Advisory Board.
11. Represented Belmont on the Arlington, Belmont, Cambridge Stormwater Committee.
12. Acted as the management liaison to the Solid Waste and Recycling Advisory Committee.
13. Developed new regulations for the Street Opening Permit process and these new regulations were approved by the Board of Selectmen.
14. Received a DEP Technical Services Grant to research the best methods for the collection, disposal/marketing of solid waste and recycling.
15. Worked with the Belmont Garden Club to develop an "Adopt-A-Delta" program.
16. Replaced the Water Superintendent position with a Water Division Manager position consistent with the Public Works Consolidation Plan.

### Highway Division

#### *Street Maintenance*

1. Expanded Public Works equipment available for the snow season.
2. Continued to monitor the use and expense of ice control materials by annually calibrating material spreaders in addition to driver and supervisor training.
3. Continued a pilot program to try a liquid anti-icing agent to improve ice control.
4. Continued the process of training both new and experienced employees about snow plowing and general safety issues.

#### *Sanitary Sewer Maintenance*

1. Worked with OCD to plan and budget for the replacement of the Stony Brook and Woodbine Pumping Stations.
2. Worked on converting the water and sewers billing system to the Cogsdale software program.
3. Developed and initiated a Water and Sewer Rate Study that will look at the future of water/sewer/stormwater billing.

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*Stormwater Maintenance*

1. Assisted the Community Development Department with the sewer and stormwater improvements.
2. Coordinated with OCD to meet the federal and state stormwater regulations.

*Central Fleet Maintenance*

1. Coordinated and advised on the purchase of Public Works and other Town equipment.
2. Provide cost-effective quality maintenance and repairs to town-owned equipment.

*Forestry Service*

1. Acted as the management liaison to the Shade Tree Committee and coordinated the care, removal and planting of public shade trees as well as public grounds beautification with this Committee.
2. Planted 166 new trees in the spring of 2009.

*Delta and Grounds Maintenance*

1. Coordinated and assisted with the Garden Club's annual planting program.
2. Worked with representatives of the Lions Club to plant flowers on the WW I delta donated by that organization.
3. Coordinated the donation of funds for Delta irrigation after budget cuts.

*Solid Waste Collection and Disposal.*

1. Worked with the Solid Waste and Recycling Advisory Committee (SWARAC) as the management liaison to improve service
2. In cooperation with SWARAC, provided support for the expansion of recycling in public schools and weekly recycling collection.
3. In cooperation with SWARAC, enhanced public education.

**Parks and Facilities**

1. With financial assistance from the various sports and support groups assisted with the several improvement projects for various fields.
2. Worked with Belmont Soccer on the Request for Proposals and provided support for the installation of water wells at Town Field, Pequossette Field and Grove Street Field.
3. Augmented the safety surfacing at the following Tot Lots: Underwood Pool, Town Field, Pequossette Field, Chenery Middle School, Grove Street, Payson Park Playground.
4. Continued the annual sealing of the wood playground at Joey's Park for safety purposes.
5. Patched the bottom of the Underwood Pool in preparation for the season.

**Cemetery Division**

1. Assisted with the remaining work to complete the construction of Highland Meadow Cemetery with the Board of Cemetery Commissioners.
2. Organizing the information in the cemetery software program to connect grave locations to a new digitized map of both cemeteries using the Geographic Information System. After this is complete the information will be available on-line to allow the public to access information of grave locations and genealogical research. This is a completely new effort to plan for the future in how we provide information both to DPW staff and the public efficiently and effectively.

**Water Division**

1. Completed the Upper Concord Avenue Water Main Replacement Project.



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2. Designed and bid Phase 1 of the Trapelo Rd. / Belmont St. Water Main Replacement Project in anticipation of the road rebuilding project.
3. Continued fine tuning the water/sewer billing function with the Municipal Electric Light Department's billing function.
4. Complying with DEP regulations, replaced all of the remaining lead service pipes to properties except one.
5. Updated and implemented the 20-year financial plan in coordination with the Capital Improvement Plan Update.
6. Updated the GIS Water Utility data.

**FISCAL YEAR 2011 OBJECTIVES**

Administration

1. Implement the new Street Opening Permit process, regulations and inspection program.
2. Review existing water and sewer regulations, completely update and revise regulations, seek approval from the Water Advisory Board and Board of Selectman.
3. Review Water and Sewer rate structure from the Rate Study and seek approval from the Water Advisory Board and Board of Selectmen to implement new rate structure.
4. Replace the position of Assistant Water Superintendent with a Water Operations Manager consistent with the Public Works Consolidation Plan.
5. Work with the Board of Selectmen and Capital Planning and Oversight Committee to develop post closure uses for the former Incinerator Site.
6. Continue to centralize all administrative functions as planned for all Public Works Divisions and operations. This will include the coordination of the delivery of customer service; centralize payroll, union contract administration, personnel actions, budget administration, capital purchases and communications.

**Highway Division**

*Street Maintenance*

1. Expand Public Works resource participation in snow and ice control services.
2. Maintain public ways to provide reasonably safe transportation for residents and the general public.
3. Expand the pilot program for a liquid anti-icing program.

*Sanitary Sewer Maintenance*

1. Work with the Office of Community Development on sanitary sewer system evaluation and improvements. Continue working with OCD to meet federal, state and MWRA sanitary sewer regulations.
2. Manage the increase in sewer charges to customers by preparing a 5 year financial plan.
3. Manage and maintain the sanitary sewer system to promote public health and provide for the safe, reliable transportation and disposal of liquid waste.

*Stormwater Maintenance*

1. Work with the Office of Community Development on storm system evaluation and improvements
2. Manage and maintain the storm drain system in an environmentally safe manner to minimize flooding and hazardous conditions for residents and the general public.
3. Continue working with OCD to meet federal and state stormwater regulations.
4. Work with the Sewer and Stormwater Committee as management liaison.
5. Continue to install "Drains to Stream" plaques near catch basins tributary to watercourses.

*Central Fleet Maintenance*

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1. Coordinate and advise on the purchase, accessories and maintenance of the public works fleet.
2. Standardize the equipment and appearance of the public works fleet given the variety of tasks that public works performs.
3. Provide cost-effective, quality maintenance and repairs to town-owned equipment.
4. Provide service and support for all Town departments with available mechanical expertise.
5. Continue to update CFM equipment as funding permits.

*Forestry Service*

1. Work with the Shade Tree Committee for the beautification of the Town.
2. Maintain the tree population.
3. Provide quality service to residents.
4. Maintain the urban forest in a fashion that provides for public safety and enhances the value of trees to the Town.
5. Continue the tree planting program in spite of budget cuts.

*Delta and Grounds Maintenance*

1. Coordinate and assist with the Garden Club's annual planting program.
2. Maintain the public spaces under this program for the enjoyment and benefit of all.
3. Assist civic groups to improve and beautify the town.

*Solid Waste Collection and Disposal*

1. Work with the Office of Community Development and the Town's consultant to cap and permit the former Incinerator Site in compliance with DEP regulations.
2. Work with the Solid Waste and Recycling Advisory Committee as the management liaison to improve the solid waste and recycling program.
3. Provide efficient, effective solid waste and recycling services that promote public health, meet regulations and are environmentally sustainable.

**Parks and Facilities**

1. Continue working on the long range planning for the Skip Vigliolo Skating Rink.
2. Implement the plan for the deteriorating tennis courts if funded.
3. Annually seal the wood play structure at Joey's Park.
4. Replace the safety surfacing at the tot lots with an annual rotating replacement program.

**Cemetery Division**

1. Organize the information in the cemetery software program to connect grave locations to a new digitized map of both cemeteries using the Geographic Information System. After this is complete the information will be available on-line to allow the public to access information of grave locations and genealogical research. This is a completely new effort to plan for the future in how we provide information both to DPW staff and the public efficiently and effectively.
2. Work with Board of Cemetery Commissioners to market plots and maximize revenue.
3. Continue to assist the Board of Cemetery Commissioners with the remaining work to complete the construction of Highland Meadow Cemetery.
4. Coordinate staff to maintain both cemeteries while providing task support to other Department of Public Works divisions.

**Water Division**

1. Update the five-year financial plan for Water Division expenses and revenue generation.
2. Bid and award a contract for the FY 2012 Water Main Replacement Project.

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3. Update the GIS project water system improvements, repairs and individual building water service changes.
4. Implement the Water and Sewer rate structure changes

**Performance/Workload Indicators**

Description	FY09 Actual	FY10 Estimate	FY11 Projected
<b>PUBLIC WORKS ADMINISTRATION</b>			
Develop specifications for bids & RFP's	10	11	11
<b>HIGHWAY MAINTENANCE</b>			
# Square Ft Concrete sidewalk repair	664	900	900
Street Opening Permits	285	350	600
<b>SANITARY SEWER MAINTENANCE</b>			
# of responses to sewer stoppages	253	250	250
# of sewer preventative maintenances	167	200	200
<b>FORESTRY SERVICE</b>			
# of tree plantings	166	125	0
# of tree removals	102	80	80
<b>SOLID WASTE COLLECTION AND DISPOSAL</b>			
Solid Waste Tonnage (Residential)	8,554	9,000	9,000
Recycling Tonnage (Paper & Commingled)	2,448	2,5000	2,800
# of Appliances Collected	485	500	500
# of TV's & Monitors (CRTs) Collected	1,279	1,000	1,000
# Composters Sold	101	100	100
# of Recycle Bins Distributed	588	550	550
<b>CEMETERY</b>			
Number of Earth Burials	53	75	100
Number of Cremation Burials	22	30	35
<b>WATER</b>			
# Fire Hydrants Flushed	750	755	762
# Linear Ft. Water Upgraded or Replaced	8,380	11,100	10,000
# Responses to after hours emergencies	254	250	250
Water Meters Replaced	310	300	400
# Weekly Bacteriological Samples Collected	384	384	384
# Fire Hydrants Replaced	26	25	22
# Water Main Gates Replaced	91	40	50

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
TOWN OF BELMONT**

**REVENUES**

Description	FY09 Actual	FY10 Budget	FY10 Projected	FY11 Projected
<b>SANITARY SEWERS</b>				
Commodity Sales	\$5,976,234	\$6,874,942	\$6,874,942	\$7,562,436
Interest & Fees	\$89,399	\$40,000	\$40,000	\$40,000
Earnings on Investments	\$89,399	\$40,000	\$40,000	\$40,000
Septage Disposal	\$21,983	\$13,000	\$20,000	\$20,000
<b>CEMETERY</b>				
Burial openings (casket and cremation)	\$78,900	\$64,375	\$119,250	\$124,875
Fees (non-resident, overtime, foundations and genealogies)	\$9,518	\$26,000	\$45,000	\$31,450
Sales of Graves and Cremations	\$135,200	\$164,700	\$240,700	\$100,000

Description	FY09 Actual	FY10 Budget	FY10 Projected	FY11 Projected
<b>WATER DIVISION</b>				
Commodity Sales	\$4,204,446	\$4,055,530	\$4,055,530	\$4,136,640
Interest & Fees	\$16,201	\$20,000	\$20,000	\$30,000
Earnings on Investments	\$97,103	\$40,000	\$40,000	\$40,000
Sale of surplus equipment/scrap metal	\$760	\$300	\$350	\$450
<b>STREET MAINTENANCE</b>				
Street Opening Permits	0	\$17,500	\$17,500	\$60,000

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
TOWN OF BELMONT**

SOLID WASTE COLLECTION AND DISPOSAL				
Commercial leaf permits	\$9,200	\$8,800	\$9,000	\$9,000
Sale of recycling bins	\$2,110	\$1,750	\$1,800	\$1,800
Sale of surplus equipment/scrap metal	\$0	\$150	\$130	\$130
Sale of Composters	\$2,020	\$1,100	\$2,000	\$2,000
Appliance and CRT fees	\$32,310	\$25,000	\$25,000	\$25,000

Description	FY09 Actual	FY10 Budget	FY10 Projected	FY11 Projected
CEMETERY				
Memorial Tree Program	\$0	\$750	\$750	\$750
Annual Planting Program	\$2,400	\$1,200	\$1,200	\$1,200
Annual Planting Interest Income	\$2,161	\$2,350	\$4,100	\$4,100
Perpetual Care Income	\$16,354	\$18,604	\$27,000	\$35,000

**Other Revenues**

Cemetery Revenues

Until the opening of Highland Meadow Cemetery, the only source of additional revenue is income from the Memorial Tree Program, the Annual Planting Program, perpetual care income and modest amounts for canopy rental fees and requested genealogy reports.

In December of 1999, Town Meeting appropriated \$140,000 for Planning and Design of the proposed new cemetery. In April of 2000, Town Meeting appropriated the initial funding of \$1,060,000 for the construction of Phase I of Highland Meadow Cemetery.

The Board of Cemetery Commissioners set the burial lot prices at Highland Meadow Cemetery and brisk sales began on March 13, 2006. As of June 2, 2009 353 plots and 60 cremation graves have been sold totaling \$1,838,900.

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
TOWN OF BELMONT**

## BUILDING SERVICES DEPARTMENT

### EXECUTIVE SUMMARY

The coming year will present many new challenges to the Building Services Department. In the next six months we will have a good idea of the work load created by the addition of the new Beech Street Center as well as the impact of having all of the Town's buildings including the Town Hall, DPW Yard, and the Water Department on the Town wide security system. This is in addition to all of the other challenges that go along with maintaining our present new and old buildings.

Much of the increase in this years requested budget is due to increases in staffing levels. Over the past three years as new buildings have come online, including the two new Fire Stations and the Beech Street Center, the amount of work the department is seeing has increased dramatically. Most of this is due to the nature of new buildings. Newer buildings have much more sophisticated systems that require much more attention than older systems. Newer buildings also require more attention because of the number of systems and items they have. For example the old Senior Center building on Oakley Road did not have a sprinkler system, a modern HVAC system, HVAC controls, security system, a parking lot, waterless urinals, a patio, extensive plantings and ground cover, etc. Each of these things not only requires additional labor, many of them require service contracts and someone to administer those contracts. These additional tasks simply require more man hours to complete, and if the same level of service is expected, more personnel is required. Therefore, the following is the list of major changes in the FY2011 budget:

#### Custodian:

An additional custodian, reporting to the Lead Custodian, is requested to assist in the day to day operations of the department. With the addition of the Beech Street Center and Benton Branch Library in the past year more help is needed to maintain these buildings and to assist in the Beech Street Center's programming. Not only to assist with the activities of the Council on Aging, but to also assist the many groups that are beginning to request using the building in the evening. This position is also envisioned to combine the mail clerk operations of the Town with the Library and the School Administration Building, essentially consolidating those functions into one person.

#### Administrative Support:

Additional help is needed to handle the invoices, bookkeeping, and data processing. As service contracts, service calls, and building responsibilities have increased so has the amount of the administrative demand. By gaining an additional 10 to 15 hours in administrative support the department could invest much more time into preventative maintenance, planning and program initiatives that would benefit the Town's building infrastructure and energy use. Currently the much of the department's expertise is being squandered "putting out fires" and processing paperwork.

#### Evening Cleaning Services:

Now that the new internal evening cleaning staff is in place it has become evident that it is necessary to hire one additional part-time evening cleaner to work on Saturdays. This position will provide "heavy" cleaning services such as floor buffing, carpet extracting, furniture cleaning and other cleaning tasks that cannot be completed while the building is occupied or in the time available during the week. This person could also serve as a fill in (sickness and vacation) for the four other evening cleaners.

For the purpose of this exercise the department is broken into four major areas; Building Systems & Maintenance, Evening Cleaning, Utilities, and Capital Project Oversight. Building Systems & Maintenance comprises of preventative maintenance and repair activities for HVAC, electrical, telephones, copiers, security systems, and life safety equipment. This category also includes most of the custodian's activities including grounds, snow removal, mail, election support, and general building maintenance including painting and carpentry. The Utilities category includes all of the centralized utility costs for all of the buildings under the department's jurisdiction. The final area, Capital Project Oversight, includes planning

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
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and construction support for building committees, as well as any capital requests the department makes for equipment replacements and major building improvements.

The office has 5.63 FTEs (4 full time and 4 part time employees). Below is a chart showing how those employees' time is broken out:

<b>Building Services - FTE</b>					
	<b>Building Systems &amp; Maintenance</b>	<b>Evening Cleaning</b>	<b>Utilities</b>	<b>Capital Project Oversight</b>	<b>Total</b>
Management	0.4	0.05	0	0.55	1
Other	2	1.75	0	0	3.75
Clerical	0.85	0	0.01	0.14	1
<b>Total</b>	<b>3.17</b>	<b>1.8</b>	<b>0.01</b>	<b>.65</b>	<b>5.63</b>

The summary budget following the same format is presented below. Although the benefit total is reflective of the entire department, those expenses are presented as a percentage of full time equivalents.

<b>Building Services Department Budget Recap</b>					
	<b>Building Systems &amp; Maintenance</b>	<b>Evening Cleaning</b>	<b>Utilities</b>	<b>Capital Project Oversight</b>	<b>Total</b>
Salaries	151,460	83,886	466	32,156	267,968
Benefits	8,634	4,981	27	1,799	15,441
Other Expenses	368,800	21,000	610,235	91,000	1,091,035
<b>Total</b>	<b>528,894</b>	<b>109,867</b>	<b>610,728</b>	<b>124,955</b>	<b>1,374,444</b>

**Program Description:**

Since the establishment of the Building Services Department in 1999, the goal of the department has always been to provide the Town of Belmont with professional maintenance and management for its public buildings to ensure they remain safe, clean and energy efficient.

However, the department's original mission has expanded greatly since its creation. As it has become necessary the department's scope has widened to include various other areas of programming. A couple of examples include the Town's phone system and security system. In 2001 the department began reviewing the phone system functionality. It set in motion a Town wide needs assessment followed by the systematic installation of a new telephone system for both the Town, and Schools. The new system enabled caller ID and various other features that are now commonplace in business. The department again initiated a Town and School wide program when it began to discuss the need for a security program. In 2007 the Board of Selectmen approved of a Town wide security plan. Implementation of that plan began in 2008 with the installation of devices in all IT locations, the Police Station and the Homer Municipal Building and is now coming to a close with device installation in the Town Hall and DPW Yard. Both of these programs remain under the umbrella of the department's responsibility.

**Operations**

The Building Services Department strives to maintain the Town's buildings in a way that conveys the pride that we all share in them, especially in the beautifully restored historic buildings of the Town Hall Complex, the Homer Municipal Building and the Town Hall. The Department also services various other



**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
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Town buildings including the Belmont Police Station, the two new Fire Stations – the Headquarters building located on Trapelo Road and the Substation on Leonard Street, the new Beech Street Center on Beech Street, the Old Municipal Light Department Building on Concord Avenue and the buildings located at the DPW Yard. As part of this mission the department is responsible for the following areas:

*Preventative Maintenance/Repair Service*

The Department is responsible for ensuring the annual inspection and operation of life safety equipment including fire alarms, extinguishers, generators, security systems and elevators. The department also maintains building HVAC and telephone systems including cellular. The Department also responds to internal and external requests for building maintenance and ensures that all buildings are kept safe and clean for residents as well as Town employees.

*Utilities*

All of the Town's utilities including heating fuel, electricity, water, sewer, and telephones have been consolidated to the department with the exception of the Town's enterprises. This consolidation allows the department to monitor and track their usage and attempt to ensure that all buildings are being used efficiently. Consolidation of these functions allows there to be one contact point for all utility related questions and problems.

*Custodial*

The Departments custodial staff performs a wide range of functions for various Town departments in all of the buildings under the departments care. Normal duties include maintenance and minor repair, organizing and setting up meeting rooms, assisting the Senior Center staff in setting up events, as well as countless other duties that come up across Town. Staff is also responsible for the sorting and delivery of US and interoffice mail within the Town Hall Complex and delivery to the Beech Street Center and Fire Stations as well as the weekly delivery of the Selectmen's Packets prepared by the Town Administrators Office. They monitor and provide assistance to building rentals and night meetings for non-Town groups. Custodians also perform a wide range of seasonal duties including grounds maintenance (lawn care and seasonal cleanups) as well as snow removal. The staff also assists the Town Clerk in setting up and taking down polling locations as well as providing operational assistance on voting days.

*Evening Cleaning*

This year the department successfully hired 4 part time evening cleaners to clean the Town Hall, Homer Municipal Building, Police Station and the Beech Street Center. Each evening cleaner is assigned to a building and are responsible for emptying trash and recyclable containers, vacuuming, mopping, dusting and cleaning the restrooms. So far this new program is working out very well.

*Building Committee Support*

The department provides a wide range of support for the Permanent Building Committee as well as the various other Town appointed building committees. This involves attending job meetings during the construction phase of major construction projects, soliciting quotes from vendors on behalf of building committees, as well as assisting with procurement on major capital items related to the project. The department also serves as the main depository of information relating to Town buildings, including building related reports, feasibility studies, Town owned building plans, and various other documents including invoices, Clerk of the Works documents and pictures as well as other information connected to the work of the various Town appointed building committees.

*Security*

Since the Board of Selectmen made it a policy to secure all of the Town and School buildings, the department has spearheaded the installation and implementation of these policies throughout the Town. The department facilitates the implementation through providing administrative support to the Town Administrators Security Policy Advisory Group, which includes various department heads from the Town

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
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as well as the School Department. As the Town implements the security policies and programs the department will become administratively responsible for its operation within the Town.

*Other Town Wide Programs*

Document storage and archives are also managed by the department. This includes the inventory, storage and recovery of documents that are mandated to be archived by the Commonwealth and the federal government. Many Town flag poles are also kept up by the department.

**Major Building Repairs**

The department is responsible for repairs and/or replacements of various systems; electrical, plumbing, HVAC, masonry, flooring, etc. which fall under life safety issues versus normal operational repair. This line item was placed in the operational budget for fiscal year 2007 under the heading of Major Building Repairs. This account is for unforeseen major repairs as well as all non-capital major improvements including energy savings programs.

**Capital Projects**

Currently the department is managing several major capital projects including implementation of the Town wide security systems, as well as assisting the Department of Public Works in their window replacement and HVAC improvements to the Water Division Building.

**FY 2011 - BUDGET CHANGE SUMMARY**

The most notable change in the FY 2011 budget is in salaries. As outlined in the executive summary, the staffing level of the department needs to be increased if the same levels of services are expected.

Additional changes, in the operating budget, are attributable to the following:

1. **Salaries - 29% increase** – as explained above in the executive summary, the work load of the department has significantly increased over the last year and combining the mail service with the Library would create new efficiencies.
2. **Repair Service - 24% increase** - an increase in service contracts for the new Beech Street Center and the shifting of some maintenance costs from the Major Building Repairs account.

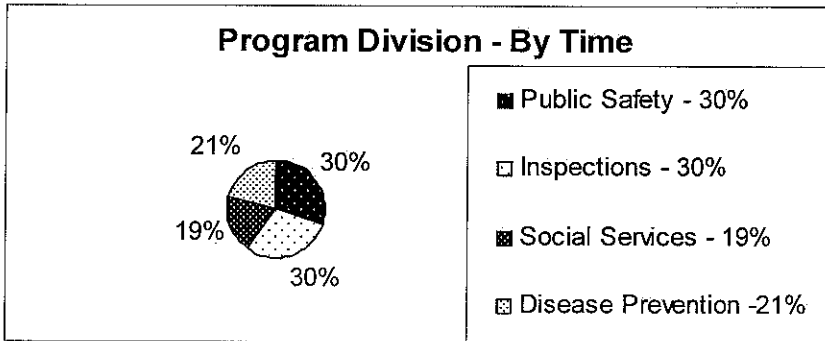
**ADDITIONAL \$100K OR 3% EXERCISE**

If the department received an additional \$100K for FY 2011 most of that money would be invested into the Town Hall. Over the next several years the department will be making several requests for additional capital and operating funds to complete the energy conservation and envelope program on the Town Hall as well as other various major improvements to the Town's buildings. Some examples of these requests will be the repair of the stained glass windows, repairing the 3 sets of doors on the Concord Ave., and replacing all of the aluminum windows in the Town Hall. Other areas included a new main entrance for the Rink, and interior wall repair of the Police Station. There are numerous other projects throughout the Town's buildings that could benefit from the additional funding.

**HEALTH DEPARTMENT**

**EXECUTIVE SUMMARY**

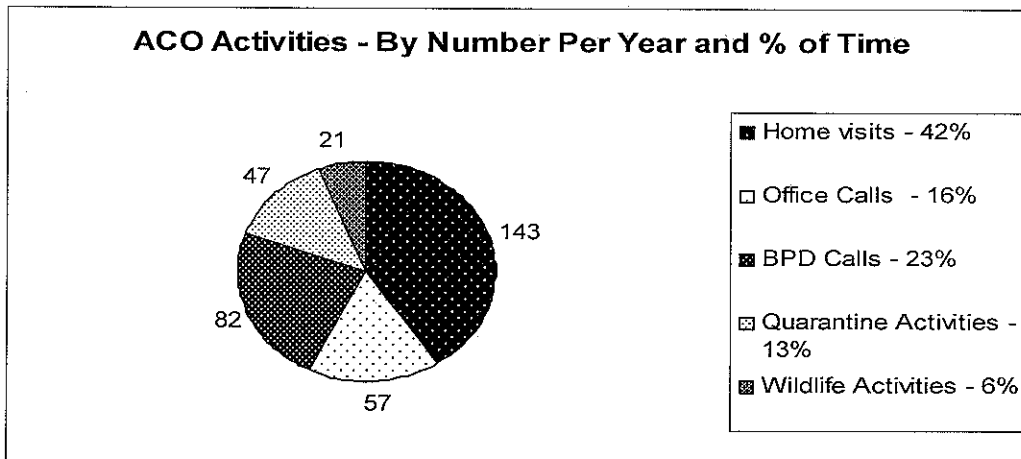
Disease prevention and health promotion activities to maximize the health of all Belmont residents are the two overriding goals of the Health Department. Within those goals, the work can be divided into four service delivery areas: public safety, inspections, social services and disease prevention.



Public Safety

Public Safety includes emergency response, hazardous waste, and animal control. Much progress has been made in the area of emergency response, primarily coordinating with other Town departments, other communities within the Battle Road Emergency Planning Committee, and the Department of Public Health's Region 4b. We have continued to receive over \$7,000 annually in grant money which does offset regular expenses. We must include our anticipated costs in the budget request because we are never sure that the grant money will be forthcoming, but it is reflected in the following year's anticipated expenses. Hazardous waste includes our participation in the Minuteman Hazardous Product Facility located in Lexington. We are paying approximately \$50 per full car during eight collections, April through November. New regulations requiring Towns to address the medical waste (sharps/needles) issue will become effective July 1, 2010. The Health Department has met with DPW to discuss options and we are working with the Minuteman site to have a regional approach. We believe strongly that the costs for this should come out of the solid waste budget since that is paying for their removal currently in the regular solid waste program. It will be an additional cost to the Town regardless of the budget from which it is paid. We hope to finally promulgate hazardous materials' regulations in 2010. That project has been stalled for several reasons over the last two years. We anticipate that there will be a significant increase in our receipts due to the inspection fee associated with these regulations. Animal control is primarily a public safety activity, although the isolation and quarantine activities and rabies clinics are certainly considered disease prevention activities.

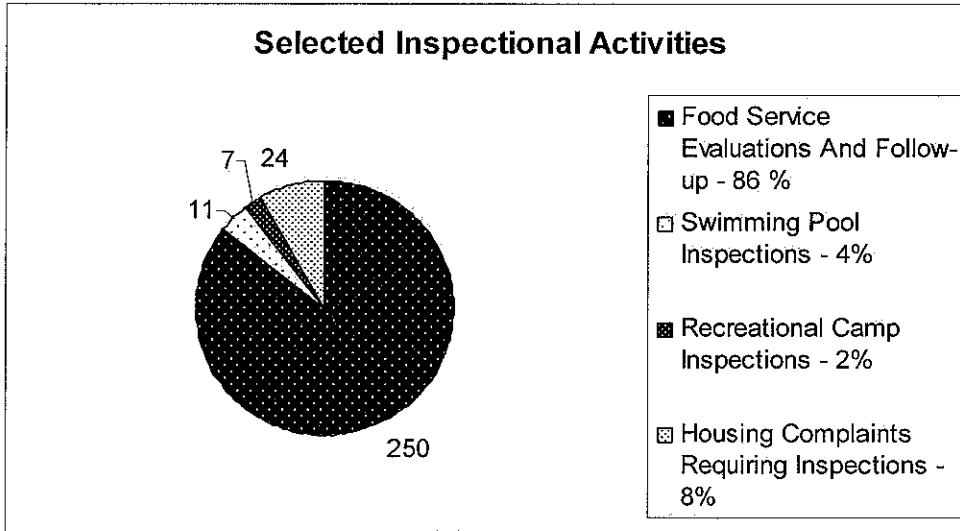
ACO = Animal Control Officer



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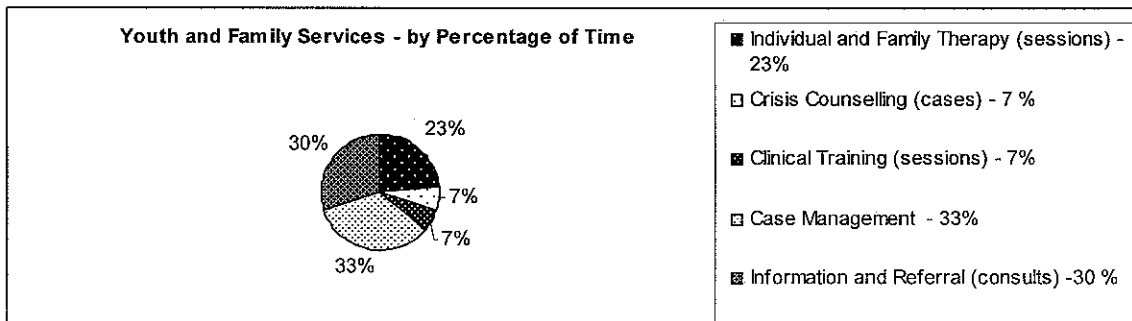
Inspections

Inspections include all of the licensing, inspections and enforcement activities associated with State and local regulations under the Health Department's purview. These include all food service establishments, housing, swimming pools, day camps, body art, dumpsters, title 5 (septic systems), tanning salons and biotechnology and nuisance complaints. Day care licensing and massage/muscular therapy were returned to the State's jurisdiction during 2009, both as a result of legislative action. There is a large decrease in the workload, but also in fees collected as a result of this change. On average, the number of inspections is relatively stable, but it is important to note that the Health Department has no control over this aspect of our work.



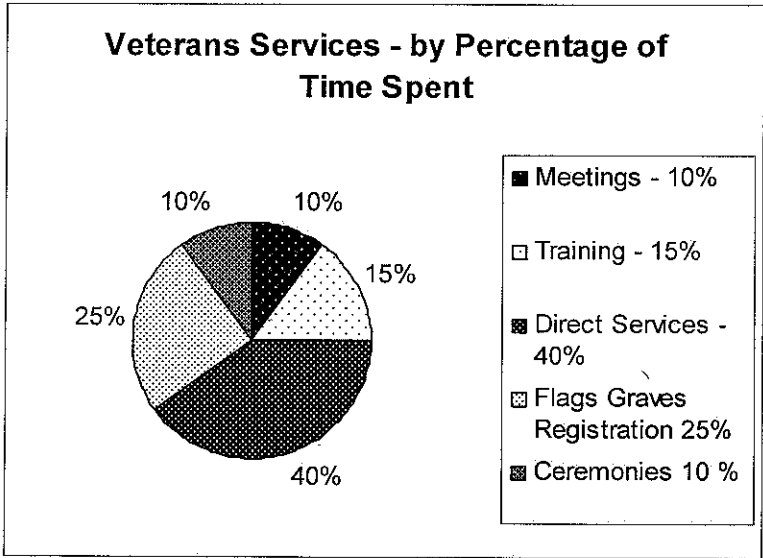
Social Services

Social services includes the work primarily done by our Youth and Family Services Coordinator (YFSC), Janet Amdur. The state of the economy and the increasingly smaller State contributions to social service issues has put a growing burden on local communities. While counseling is still a major part of the work, researching resources for food, clothing and shelter have become increasingly important. Collaboration with the Electric Light Department, the Food Pantry, the Salvation Army, the Belmont Affordable Shelter Fund and the Council on Aging is very important to provide essentials for our residents. Previously called the Outreach Worker, the YFSC is now the primary lead on programs for both youth and families. The Community Coalition for Youth Safety, a committee facilitated by the Board of Health, receives administrative support from the YFSC.



**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
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The other major service area under social services is Veterans' Services. The Veterans' Services' Officer, John Maguranis, is also our animal control officer. With his flexible, forty hour schedule, he is able to address the needs of veterans on their schedule. There are two veterans receiving financial aid at this time and the increased budget request for FY11 reflects that need. Two things are extremely important about this program. The Town of Belmont is required by law to provide financial aid to needy veterans. If we do not budget a sufficient amount, then we will have to ask for a reserve fund transfer. At the same time, it needs to be clear that 75% of the financial aid is returned to the Town in the following year. The Town is also reimbursed for the cost of the flags and most of the conference fee. The reimbursements are after the fact so that the money must be budgeted initially.



Disease Prevention

This service area is primarily accomplished through the efforts of the Public Health Nurse with a great deal of support from all other staff members. Investigations of reported cases of disease are done to prevent the possible spread of the disease. Maintenance and distribution of vaccines is a primary task. The flu season started early in 2009 with the notification that a new influenza that we had never seen before was being spread throughout the country. It was not long before it was described as a pandemic and health departments scrambled to initially educate the public and encourage good health habits. By the fall, the distribution of both seasonal and H1N1 vaccine became a top priority. Many additional hours of flu clinics were required and will continue into 2010 due to H1N1. Federal grant money did flow to the Town to assist with clinic supplies and personnel costs. The primary cost to the Town of this new influenza was the total concentration by Health Department staff on this service area alone. As of the end of December, over 2,205 doses of H1N1 and almost 500 doses of seasonal flu had been given in Health Department sponsored clinics. Three additional clinics are already scheduled for January. Health education programs such as the 3<sup>rd</sup> grade anti-smoking program and the Kindergarten dental program are included in this service area along with mosquito control and tobacco control. The State withdrew all funding for tobacco control so the Health Department will be conducting retail tobacco store inspections as well as sales to minors compliance checks starting again in 2010. A 3% increase in mosquito control has been requested by the East Middlesex Mosquito Control District for FY11. A large part of that increase is due to an increase in the cost of larviciding catch basins of which there are approximately 1900 in Belmont. We have continued conducting larviciding twice each summer to have maximum coverage.

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
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Health Department Staff

The Health Department has 5.06 FTEs, 4 full-time, and 1 part-time employee on Belmont's payroll, and one part-time public health nurse shared with the Town of Lexington. The following chart indicates the breakdown of employee time spent on the four service areas.

<b>Health Department - FTE</b>	<b>Public Safety</b>	<b>Inspections</b>	<b>Social Service</b>	<b>Disease Prevention</b>	<b>Total</b>
Director	0.4	0.2	0.1	0.3	1.0
Ass't Director/Sealer	0.2	0.7	0	0.1	1.0
Admin Ass't	0.2	0.5	0.1	0.2	1.0
Animal Control/ Veterans Youth and Family Services	0.5	0.1	0.2	0.2	1.0
Public Health Nurse	0.1	0.0	0.56	0.0	0.66
	0.1	0.0	0	0.3	0.4
<b>Total</b>	<b>1.5</b>	<b>1.5</b>	<b>0.96</b>	<b>1.1</b>	<b>5.06</b>

NOTE: Public Health Nurse is not on Belmont's payroll, but is included in this chart to clarify staff responsibilities. PHN expenses are included under Professional Services.

Budget Summary by Program

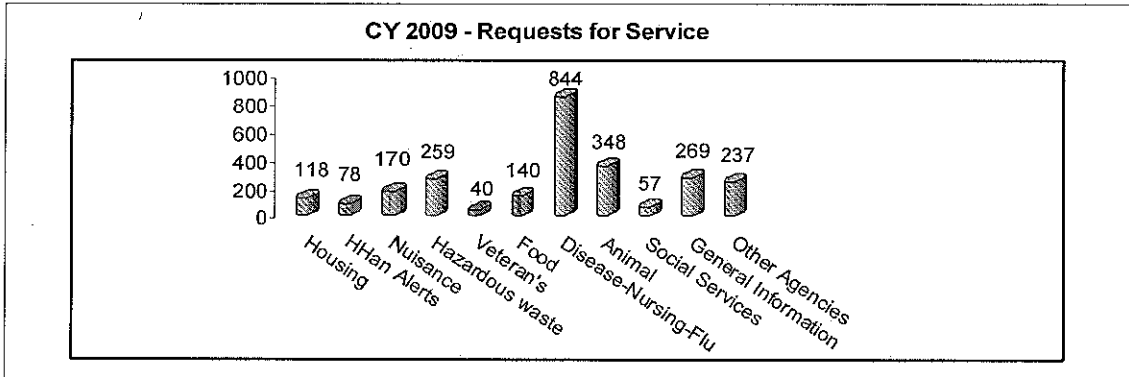
The Budget Recap below allocates all salaries, benefits, capital and other expenses to the four program areas. These are estimates to the best of our ability. Some expenses were arbitrarily divided between the four program areas; others were divided according to the time allocation chart above. The Health Department has two vehicles which are covered by the capital budget. Neither of these vehicles need to be replaced in FY 11 but will appear in a five year plan that will be submitted separately.

<b>Health Department Budget Recap</b>	<b>Public Safety</b>	<b>Inspections</b>	<b>Social Service</b>	<b>Disease Prevention</b>	<b>Total</b>
Salaries*	92,010	99,037	67,907	74,762	333,716
Benefits	15,872	14,828	8,029	4,263	42,992
Other Expenses	21,646	2,527	15,240	20,564	59,977
Capital	0	0	0	0	0
<b>Total</b>	<b>129,528</b>	<b>116,392</b>	<b>91,176</b>	<b>99,589</b>	<b>436,685</b>

\*It should be noted that for part-time workers (public health nurse and youth and family services coordinator,) the multiplier must equal 100% of the salary, not the percentages given in the chart above.

**FY 2011 BUDGET NARRATIVE TOWN SERVICES  
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General Performance Indicators



Health Department Budget Summary

The Health Department has tried every year to be as exact as possible when expressing costs. The difficulty we have is that we cannot predict many of our tasks so often our budget amounts are the average of the three previous years. Some of our expenses occur on a biannual basis which is always difficult to express in a budget. With rare exceptions this budget is the same as last year's. We believe that we can live within this budget for FY10 and FY11. There is a step increase for the Assistant Director of Health in FY11, and an anticipated step increase for the public health nurse, an employee of Lexington. We have asked for a 3% increase in mosquito control as explained previously.

If there were extra dollars available, we would request that the Youth Commission be reinstated. While the recreational aspects of the Commission's work can possibly be taken over by the Recreation Department, the overall goal of supporting the mental and physical health of those families through recreational activities was the primary goal of the Youth Commission. The results of that work cannot be measured in one or two years. The payoff is years from now when our children transition to adult members of the community.

It is no secret that the Health Department is working with the communities of Arlington and Lexington to regionalize our services. At this writing we are waiting for a written report from our grantor before the communities actually sit down to discuss when and how much will be regionalized. This current budget submission reflects a Health Department budget without any additional regionalization. A regional budget may be prepared in the coming months and the goal would be that it would be at least the same, but not more, than Belmont's current budget.

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**COUNCIL ON AGING**

**EXECUTIVE SUMMARY**

Mission Statement-The Council on Aging is charged with the responsibility of advocating on behalf of the seniors of Belmont and with ensuring that their social, financial and healthcare needs are met.

<b><u>Council on Aging - FTE's for FY11</u></b>						
	Center Activities	Facility Mgmt	Social Services	Trans- portaton	Volunteer Mgmt	Total
Management	0.50	0.45	0.15	0.35	0.45	1.90
Direct Service	0.62		1.10	2.02		3.74
Administrative	1.25					1.25
<b>Total</b>	<b>2.37</b>	<b>0.45</b>	<b>1.25</b>	<b>2.37</b>	<b>0.45</b>	<b>6.89</b>

6.6 FTEs are being proposed in the FY11 budget. This is an increase of .5 FTE to fund a full time Senior Center Coodinator for our new facility. There are an additional .8 FTEs funded through grants.

Comments on FTE Data and Resource Distribution Volunteers comprise a large component of manpower necessary to deliver the services deemed essential to the mission of the COA. It should be noted that over 80% of this volunteer force supports the "center activities" function of the department. Transportation and social work services require mostly non-volunteer personnel because of the public safety issues (transportation) and confidential and professional issues (social work) involved. However, dispatch workers for the transportation service are all volunteers and social work services are currently enhanced by 1)graduate school of social work interns 2)state trained health benefits counselors, called SHINE workers and 3)federally funded Chinese speaking social worker from Golden Age Center for 2 hours at our center. We anticipate 1300 volunteer hours to be performed for FY'10.

Comments on Performance Data The raw numbers for the above categories of services show a decline in most of them from FY'07 to to FY'09. The Council on Aging has been aware of the demographics and usage of services which has changed in the course of the last number of years. The older generation of seniors, now 85+ have been aging in place, meaning that they have more difficulty using center activities due to disability and poor health followed often by long term care placements and death. The former center did not attract a younger population of seniors, although a variety of programs were tried to attract them. The reduction in overall numbers for FY'09 is a direct result of the move to temporary quarters in late March. The data collection itself was affected as less volunteers were available in the temporary quarters to insure that all data were entered. Transportation services have shifted since frailer elders need more time per ride, thus reducing the total number of rides. Also, in the last several years the mealsite at Belmont Manor limited their space to a maximum of 12 diners per day, which also reduced the number of rides to the site. In FY'09 the Town wide hiring freeze meant that a .5 FTE driver position was eliminated, thus reducing the ability to provide the same level of rides for non-medical destinations. The increase in usage of social service contacts from FY'07 and FY'08 reflects the increase in the needs of the forementioned 85+ age group. The fact that this number declined in FY'09 is more a function of the disruption in the operations of the center due to the move than the fact that there is a declining need. The COA fully expects that numbers for all services should increase for FY'10, although it may not be possible to restore transportation service to FY'08 levels, given the current reduction of staffing. In addition,the new state funded vehicle was initially less popular with seniors than the previously used town

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funded one, and this also reduced some ridership. It should be noted that in addition to his other duties our transportation coordinator provides counseling on transportation options.

Comments On Level Funded Service Budget for FY'11

The much anticipated opening of the new center was accomplished in FY'10. With new and expanded programs such as the daily mealsite and a new cohort of seniors visiting the center the workload for staff is well exceeding the volunteer force available. In the one complete month so far this fiscal year there were 500 different senior users of the center (unduplicated count) and 1765 repeated users (duplicated count) signaling a demand for programs at the new location. An example of the expected increase in usage of the center was the recent crafts fair sponsored by the Friends organization. Whereas in the previous location just several hundred attended, this year over 500 attended-a 250% increase. There are several other immediate indications of increased usage. Exercise programs have increased by 20% since the center opened. The annual holiday party was filled to 225 participants, an increase of 90% over last year. Once the exercise room is furnished with equipment there will be yet a new group of users and need for staff coordination of space and users. A survey conducted in FY'09 showed that many seniors are still working, cannot make the daytime programs and would like to see programs after hours. In order to keep up with the demand and to provide quality service to any citizen who is likely to benefit from the center, it is important to provide adequate staffing. Therefore, the Council on Aging requests an additional 15 hours to the senior center coordinator position. This would make an already part-time benefitted position full-time. As of this writing the increased cost of this position would be offset by decrease in expenditure for the social work position. The reason for this is that the recent retirement of the COA social worker prompted careful programmatic and fiscal considerations in a proposal to have the Town social worker carry a caseload of elder clients. The shift in funding and other aspects of the social work position have not been finalized but complete numbers will be available by the end of January.

It is the Council on Aging's expectation that the new facility will generate new and expanded programming. The COA is committed to providing high quality services and reaching out to a diverse population in the town. Within five years it is hoped that staffing and other resources will be adequate to meet the needs of an active senior population who may be employed or otherwise engaged during business hours, and needs after hours use of the center. Some of that staffing would be paid by appropriate fees of programs. According to projections provided by the state's Executive Office of Elder Affairs the over 60 population is expected to increase by 16% in 2020. Simultaneously, the older senior population is living longer and remaining at home longer than was the case a previous generation ago. This situation results in the need for increased social services. A steady increase in social work staffing hours will be needed in five years' time.

## LIBRARY

### **The Belmont Public library 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.*
- *Promote and support a strong sense of community.*

### **Highlights for FY09 & FY10:**

The following accomplishments are based upon goals and objectives in the library's five year Long Range Plan.

1. Celebrated **One Book One Belmont** with *Animal, Vegetable, Miracle* for 2009 which helped commemorate Belmont's farming heritage during the town's 150<sup>th</sup> anniversary. The program, which continues to build a spirit of community by bringing together individuals and groups through a community wide series of book-related events and discussions, was co-sponsored by thirteen town departments and civic organizations. Approximately 1100 people attended the program's events.
2. Continued to support students and their school assignments, including among others, National History Day, Critical Essay, and Senior Thesis.
3. Offered "family focused" weekend programs per patron requests to accommodate working families sponsored by the Children's Department.
4. Increased AV collections per patron requests – Adult DVDs by 18%, Children's DVDs by 11% and Books on CD by 15%. Particular attention was paid to the foreign film collection which now has almost 400 titles.
5. Established a Playaway collection. The Playaway is the newest format of audio, combining a wide variety of content with an easy-to-use player all in one small unit. The Playaway is the easiest and immediate way to enjoy audiobooks.
6. Added educational computer games in the Children's Department - Scholastic Literacy computer and Book Flicks which has remote access.
7. Added the following databases to the collection: Mango Languages, OverDrive (downloadable audio books), Central Register and Goods and Services Bulletin, Guide to Reference Literary Resource Center, Lois Law, Official American Board of Medical Specialists Directory (ABMS), and Coin Career Library.
8. Developed a plan and policy for circulating Kindles (currently 16 Kindles available for loan), thanks to a generous donation.
9. Revised library policies such as Appropriate Behavior, Museum Passes and Tangible Gifts policies with the Director and the Trustee policy sub committee.
10. Hired a vendor to redesign the library's website

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**Description of Services:**

The Belmont Public Library consists of the following five service programs:

The **Circulation Services** is responsible for the circulation of all materials owned by Belmont and materials from libraries in and outside the network; sends our materials to other libraries to fill requests; receives materials from other libraries to fill our patron requests; notifies patrons of reserves and overdue items; reconciles fines and lost items; issues library cards; and maintains a patron database. The annual circulation for adult and young adult is over 300,000 items. The total annual circulation for all departments is over 550,000, keeping Belmont ranked among the most heavily used libraries in its population group.

The **Adult/Reference Services** selects books, databases and other materials for the adult and reference collections; keeping up-to-date on the development of electronic resources and other new media; maintains general reference, fiction and non-fiction collections; manages audio visual collections including music compact discs, talking books, videos, DVDs and CD-ROMs; answers information and reference questions in person, over the phone and by email; instructs patrons in the use of the Internet, the online catalog and other online databases; maintains and updates the library website; and initiates and facilitates appropriate programs for library patrons.

The **Young Adult Services** provides library and information services to students in grades seven through high school. The young adult librarian selects materials for the young adult collection; maintains the collection; assists students in the selection of materials for school assignments and in choosing materials for their leisure; instructs students in the use of the online catalog and databases; initiates appropriate programs including reading programs, poetry workshops, and baby sitting workshops; maintains teen pages of the web site for homework support, study guides, book review database and book lists; works closely with the middle school and the high school teachers and librarians; and offers one-on-one instructional support to students for the National History Day Project; offers bibliographic instruction to students in 6th grade Social Studies classes and 10th grade English classes; and offers assistance to 12th grade students with their Literary Criticism thesis projects.

The **Children's Services** provides library and information services to young children from birth to grade six. The children's librarians select materials for the children's collection; maintain the collection of general reference, picture books, easy readers, fiction and non-fiction; manage the audio visual collection including videos, DVDs, talking books, and cassettes; initiate appropriate programs including story hours beginning from two months of age up to 5 years of age, book discussions for grades 4-6, reading programs throughout the year for both readers and non-readers, sing-along music programs, puppet shows and other enrichment programs; and instruct children in the use of the online catalog and databases. The annual circulation for the children's department is over 250,000 items.

The **Technical/Processing Services** is responsible for the acquisition, cataloging, data entry, processing and weeding of approximately 16,000 items annually. The department is also responsible for repairs of materials and the maintenance of holdings information.

**Executive Summary:**

The Library provides a full spectrum of high quality library services for education, cultural enrichment, and reading pleasure to all residents of Belmont. It promotes and supports a strong sense of community.

The past few budget cycles have made this difficult by forcing reductions in library staffing, hours open to the public, collection development and technology maintenance. The library has seen an increase in overall use with the down turn in the economy. While patrons demand more computers, materials and

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programming, library staffing and resources decrease. Keeping up with steady increases in demand for resources and services is very challenging. These increases are reflected in the following statistics:

- 14% increase annual circulation over the previous calendar year totaled 554,376
- Number of items borrowed to fill reserves increased by 10.5% (FY09)
- Number of items loaned to fill reserves increased by 17% (FY09)
- Internet sessions skyrocketed from 26,500 sessions in 2006 to 31,909 in 2008
- Support for the Belmont schools continues to increase as well
  - National History Day – one-on-one conferences with librarians
  - 6<sup>th</sup> grade Social Studies and 10<sup>th</sup> grade English class visits for bibliographic instruction by librarians for their research projects
  - 12<sup>th</sup> grade class visits for bibliographic instruction by librarians for their critical thesis project
- 27% increase of museum passes for discounted or free admission over the previous calendar year

Counter to what one would hope for with increased demand/enjoyment of the library, the library's capacity to service Belmont has been severely impaired by the budget afforded the library. The following are some of the reductions necessitated by budget constraints imposed on the library:

- Since Proposition 2 1/2, the total library staff has decreased by 31% while circulation has doubled to a half a million plus
- Sunday openings, in high demand among the library's patrons and so important to the community, are no longer feasible
- The materials budget for the past several years has not kept pace with inflation
- The computer maintenance budget has gone unfunded, which, of course, becomes less tenable over time.

**In addition, meeting the Municipal Appropriation Requirement (MAR) for FY2011 will present additional challenges that the library must meet. Meeting the MAR will present the following advantages to Belmont:**

- Maintain State Certification
- Allow continued membership to the Minuteman Library Network
- Continue interlibrary loans, reciprocal borrowing privileges and free use of other libraries
- Insure state funds (Belmont library usually receives in the range of \$30,000).
- Allow access to grants

Meeting the MAR for FY2011, however, would require approximately \$20,000 of funding above a level services budget. The Board of Library Trustees will not recommend any budget that does not meet the MAR. The Board also does not believe that the citizens of Belmont would tolerate a budget not meeting the MAR. Thus, for example, this additional \$20,000 in funding secures state funds that have typically been \$30,000, in addition to participation in additional programs and opportunities such as the Minuteman Library Network. Because the figure necessary to meet MAR drives the minimum amount of funding for the library, the Trustees feel obligated to present only a slightly higher than level-services budget.

The proposed FY11 library budget has 23.36 FTEs (17 full time and 4 part-time permanent employees.) Below is a chart showing how those employees' time is broken out.

<b>Library Department FTEs</b>						
Circulation	Adult	Young Adult	Children's	Technical	Admin	Total

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Librarians	0.00	6.00	0.71	2.00	1.00		9.71
Clerks	6.55			1.31	2.57		10.43
Management	0.17	0.15	0.03	0.07	0.05	1.53	2.00
Custodial	0.20	0.20	0.20	0.20	0.20	0.22	1.22
<b>Total</b>	<b>6.92</b>	<b>6.35</b>	<b>0.94</b>	<b>3.58</b>	<b>3.82</b>	<b>1.75</b>	<b>23.36</b>

The summary budget following the same format is below. Although the benefit total is reflective of the permanent staff, the OTHER category is presented as a percentage of full time equivalents

<b>Department Budget Recap</b>							
	<b>Circulation Services</b>	<b>Adult Services</b>	<b>Young Adult Services</b>	<b>Children's services</b>	<b>Technical processing</b>	<b>Admin</b>	<b>Total</b>
Salaries	\$195,534	\$363,947	\$33,641	\$168,927	\$155,481	\$198,755	\$1,116,285
Benefits	\$39,802	\$54,277	\$6,423	\$24,514	\$31,266	\$32,202	\$188,484
Other	\$136,777	\$135,921	\$20,121	\$72,134	\$81,767	\$37,459	\$484,178
<b>Total</b>	<b>\$372,113</b>	<b>\$554,145</b>	<b>\$60,184</b>	<b>\$265,576</b>	<b>\$268,514</b>	<b>\$268,416</b>	<b>\$1,788,947</b>

The proposed FY11 budget will provide support for the operations of the library, slightly increase the hours of operation and allow for continuation of services and programming patrons expect. Partial restoration of line items is due to the requirement to meet the MAR and decreases to the budgeted amount for utilities. The adjustments are:

- Partially restored most of the unfunded line items in FY10 such as computer maintenance program, professional services, travel, dues, office supplies, printing etc. \$15,935
- Partially restored Sunday hours
  - open 3 hours for 16 openings - \$7,706
- Restored 8 Summer Saturdays – the library was open summer Saturdays even though not funded in FY10
  - Open 4 hours for 8 Saturdays - \$5,100
- Partially restored public service part-time hours
  - 7.5 library page hours - \$2,878
  - 8.5 part-time hours - \$6,813
- Maintained materials budget at 13.5% of the total library appropriation to meet the mid level MAR requirement (full requirement is 15% of total appropriation) - \$6,915

**ADDENDUM**

**I. 5 YEAR PLAN**

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The library conducted its Five Year Long Range Plan (LRP) for FY2010-FY 2015 last year (complete LRP attached). The long range planning process is mandated by the Massachusetts Board of Library Commissioners (MBLC) in order for libraries to be eligible to apply for federal and state grants. The purpose of the planning process is to identify library service needs, and then develop goals and objectives that reflect those needs. Each year new action items must be approved by the Board of Library Trustees and submitted to the MBLC.

The needs assessment that was conducted by the LRP committee (comprised of staff, trustees and members of the community) demonstrates many of the same needs that were defined in the library building program which was submitted for the MBLC Public Library Construction Grant program. Space was the number one need.

The 2008 needs assessment findings:

- Need to increase the media collection, in particular the DVDs and increase number of best sellers – both will require more space
- Need for more PCs for access to the catalog, databases, Internet and other information – will require more space
- Need for more adult, young adult and children’s programs – will require more comfortable meeting rooms and an activity room for children

Other needs were:

- Need more work space at computers (less than adequate rating)
- Need for comfortable seating
- Need for more study tables and chairs
- Need for better furnishings
- Need to improve lighting
- Need to regulate temperature
- Need more study areas
- Need for more hours (a large number of patrons would like the library open on Sundays and the children’s room open one evening a week)

While patrons felt that the Town was being well served, we believe that there are many needs and services that the library could offer that a new library building would address.

## **II. ADDITIONAL \$100,000**

In order for the library to continue to be effective in meeting the demands of the public the additional money would go toward supplementing the four critical components of the library’s public services – the hours of operation, the materials budget, staffing and technology.

### **HOURS OF OPERATION**

**Restore Sunday hours to open for 4 hours for 30 openings** **\$12,694**

The library has been scheduled for 30 -four hour -Sunday openings for a number of years. In FY07 Sunday hours were reduced to 16 Sundays down to zero Sundays in FY10. In the FY 11 level services budget the library is open 16 Sundays for only 3 hours. The cost to restore 30 Sunday openings for 4 hours would meet patrons needs.

**MATERIALS BUDGET** **\$26,564**





## RECREATION DEPARTMENT

### EXECUTIVE SUMMARY

The Recreation Department's goal is to provide Belmont residents with healthy and enjoyable activities all year round, regardless of age, gender or physical ability.

In order to provide this the Department employs 3.9 FTE (3 full time and 2 part time employees) and approximately 128 seasonal employees throughout the year. These seasonal positions provide a wide range of opportunities for all ages beginning in high school, through college and beyond. The Department also relies heavily on support from residents who serve as volunteers within the programs.

One of the two permanent part time staffers (specialist 1) runs our summer sports and activity programs, excluding the pool programs and supervises school year activities at the field house for both adults and families. This person also assists with all of the special events held throughout the year. Specialist 2 plans and coordinates all of the Department's programs for individuals with special needs. These programs run year round and promote social and athletic opportunities for people of all ages.

Following is a breakdown of time and appropriations for staffing for these key employees.

#### Time Spent:

	School Year Programs	Summer Programs	Special Needs Programs	Community Relations	Totals
Management	.42	.13	.2	.35	1.
Programming/Planning	.7	.5	.5	.3	2.0
Specialists	.17	.23	.5		.90
Totals	1.29	.86	.9		3.9

#### Appropriations

	School Yr Programs	Summer Programs	Special Needs	Community Relations	Totals
Salaries	72,441	41,263	56,910	36,552	207,165
Benefits	12,633	12,633	12,633	12,633	50,533
Other	75	75	75	75	300
Totals	85,149	53,971	69,618	49,260	257,998

#### Salary Breakdown

	School Yr Programs	Summer Programs	Special Needs	Community Relations	Totals
Director	32,185	9,962	15,326	19,158	76,630
Program Supervisor	17,393	12,424	9,939	9,939	49,694
Program Coordinator	13,048	9,320	7,456	7,456	37,279
Specialist 1	9,815	9,558			19,373

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Specialist 2			24,189		24,189
Totals	72,441	41,263	56,910	36,552	207,165

Recreation Department Mission Statement

The Belmont Recreation Department promotes opportunities for Town residents to participate in a variety of healthy and enjoyable activities year round, which will satisfy the diverse interests of Belmont residents.

Department Objectives and Goals for FY11 and beyond:

The Recreation Department strives to maintain quality programming for residents of all ages promoting healthy living, sportsmanship, team building and self esteem building whether in an individual sport or a group activity. We will continue to provide the basic recreational activities that have proved to be successful and will try to expand programming to younger children as space and budget allow. We also have been successful in expanding our special events calendar to include our annual food pantry benefit at the skating rink and our first Summer Blast Off at the Underwood Pool. These events are important in that they build community relationships and for some an introduction to our programs and the opportunity for residents and Department personnel to exchange ideas.

Ongoing programs and activities include:

School Year Programs:

- Figure Skating for ages 3 through adult
- Non-competitive hockey programs for ages 4 through adult
- Both public and private swimming lessons for ages 18 months and over
- Dolphins swim team for children ages 6 through high school
- Lifeguard and Training courses for participants ages 15 and older.
- Adult indoor soccer league
- Nashoba Valley Ski Program
- Nashoba Valley tubing
- Early release programs for elementary school aged children
- Teen Youth Center for middle school grades 6 through 8
- Baseball and softball programs for all ages beginning at age 4
- Goosebuster program allows residents to run dogs off leash on certain town fields.
- Adult Activities at the Fitness Center and Wenner Field House, i.e. basketball, walking jogging track, volleyball and more
- Performing Arts Program and All Sports Clinic are co-sponsored with other professionals.

We will try to respond to resident requests for programming for younger children in such activities as soccer and basketball during the school year beginning next September.

Summer Programs:

Kids, teen and sport programs are offered for seven weeks during the summer giving children the opportunity to participate in team sports with all the expertise our coaches and instructors can provide without the expense associated with private camps. These long running programs include:

- Swimming and diving lessons for children ages 18 months and above
- Basketball... 3 weeks
- Tennis.... 4 weeks
- Soccer.... 2 weeks
- Field Hockey. 1 week
- Baseball... 2 weeks
- Pre-school programs which include swimming lessons and entertainment

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for 7 weeks

- Pre-teen program which includes indoor and outdoor games and one field trip each week for 7 weeks

In the summer of 2009 we held our first ever Summer Blast Off with close to one thousand people enjoying music, swimming and games at the Underwood Pool. Also as part of Belmont 150<sup>th</sup> birthday celebration we held an end of summer event at the Underwood Pool, followed that evening by an outdoor movie. These are the kinds of events we hope to build on in the future. Both of these events were made possible through the efforts and funding resources of the Belmont 150<sup>th</sup> committee and DARE, Inc.

S.P.O.R.T. Program:

These activities are varied and offer the opportunity for physical and social growth for children and adults with special needs.

These programs include:

- Bowling
- Healthy Cooking and Eating on a Budget
- Swimming Lessons & Water Aerobics
- Basketball
- Fitness and Dance
- Soccer
- Arts and Crafts
- Bocce
- Friday night Social events offer the opportunity for socializing and special events which include seasonal events and trips to shows and activities throughout the year.

Other Recreational Programs which also offer Special Olympics Training include:

- Swimming
- Alpine and Nordic Skiing
- Floor Hockey
- Ice Skating Lessons
- Track
- Tennis
- Basketball
- Softball
- Golf
- Volleyball
- Cycling
- Power Lifting
- Sailing

Our participants bring the largest local contingent to the MA Special Olympics Games almost every year and we are proud of our athletes who recently competed in World Games in figure skating and swimming. Two of our athletes have been chosen to compete in the 2010 Summer National Games competing in Power Lifting and aquatics. This competition will be held in Lincoln, Nebraska in July.

Challenges

- The biggest challenge the Recreation Department faces is trying to keep up with the programming needs of residents, especially during the current economic downturn. The department is very aware that many families are facing financial hardship and are unable to afford the programs that they used to participate in.

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- How to maintain quality staff to run programs with limited budget increases. We are fortunate to have a loyal staff base who continues to enjoy working with the Department every year.
- Availability of space is always a challenge that the department faces when trying to plan and organize programs and especially in creating new programs. We rely on the use of schools for the majority of our programs, and it is always a challenge when the schools are unavailable. We have to rent space at outside facilities for many of our S.P.O.R.T. Programs, the Performing Arts Program as well as the All Sports school vacation clinics. With rising costs and limitations on staffing these programs are always at risk. The next two summers will prove to be extremely challenging when we have to move our KIDS program to a school farther from the Underwood pool while Wellington renovations take place.
- Our aging facilities are another concern we face. The Underwood Pool and the Vigliolo Skating rink are well past their prime and expensive to maintain.

Benefits to an increased budget (Wish List):

- A rental car for the Coordinator of our summer program since he spends his day at programs in various locations. The S.P.O.R.T. van will be needed to transport children to and from the pool during the next few summers while the Wellington School is under renovation.
- Restore previous cuts such as Conley League coordinators.
- Allow the department to hire some part time positions that are needed but not funded. These would include a membership monitor at the high school and skating rink as well as hire a second staffer for the Youth Center.
- Increase the office supplies budget to allow us to purchase a color laser printer. This would be helpful when producing fliers and the school year brochure. The appearance of the brochures we print is an important marketing tool.
- Find a way to start renting ice skates at the rink. This would also help increase revenue and attendance at skate parties, and involve those who might not otherwise use the rink.
- Invest in a membership system which would allow for renewals rather than the purchase of new tags twice a year. There are many vendors that provide these services but they are very expensive to implement at our various facilities.

Loss of the Underwood Pool:

If the Recreation Department was faced with losing a facility such as the Underwood Pool it would have a detrimental effect not only on the department but the entire Belmont community. The Underwood Pool has long been a gathering place for families and friends to spend time together all summer.

Aside from the most obvious negative effect, loss in revenue for the department, we would have to reduce the swimming programs that we can now offer. At this time, the Underwood Pool serves as a place for the children of Belmont to learn to swim. The Underwood Pool is an ideal location for summer swimming lessons as the shallow end allows for younger swimmers to be able to touch and stand comfortably in the water. The Higginbottom Pool does not allow for those children to participate as it is not safe for children under 48 inches tall. The Underwood Pool also allows us to have swimming lessons and recreational swimming for children attending our Pre-school, KIDS and Junior Soccer programs which we added several years ago and has proved hugely popular. Aside from the lessons, public swimming is offered for several hours each day during the heat of the summer.

The Recreation Department's use of the Higginbottom pool the summer months is already heavy. The Higginbottom Pool serves as the location for our diving and competitive swimming programs. It is also used as a lunch time activity for our summer programs. Public swimming is held each evening Monday through Thursday, mostly enjoyed by adults for lap and exercise swimming. Availability at that pool is not nearly as easy as it may seem.

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On a hot summer day, the Higginbottom Pool is a poor substitute for the atmosphere at the Underwood Pool. We could hardly accommodate the numbers we do at the Underwood and the atmosphere of friendship and family would be compromised as would the feeling of community that the pool has provided for so many years.

Losing the Underwood Pool would also force the Recreation Department to drastically reduce the number of lifeguards and instructors we currently employ during the summer months. We are fortunate to have a loyal long-time manager who hires the best possible staff and those employees would likely not return or apply for these positions outside of the Underwood Pool.

While some may view this as a way to save money, we view it as a loss to the community. There is not another place in Town so well known or well attended by so many families. It is truly an integral part of the Town of Belmont.