

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

Town Clerk

I. Overview

Program responsibilities. The Town Clerk' Office has three primary areas of responsibility.

Elections & Registration. This program assures that all elections comply with Massachusetts Election Laws and Commonwealth of Massachusetts Regulations (CMR) as well as federal election and local election laws.; manages the process for MGL-mandated yearly town census and maintains the census and voting information on a daily basis; provides and encourages voter registration and participation in elections, and provides election results in a timely & accurate manner.

Town Clerk. This program creates, records and maintains Belmont's vital records from 1859 to the present (births, marriages, deaths); licenses pets and businesses; maintains Town Meeting and board, committee and commission meeting postings & minutes assuring compliance with the State Open Meeting Laws and relevant MGL, incorporates and maintains the Town By-Laws and ensures compliance with the Massachusetts Conflict of Interest Laws and Office of Campaign and Political Finance reporting requirements.

Legislative. The Office prepares for and manages Town Meeting to maximize use of time, to comply with all MGL and Acts of 1926 Town Meeting requirements, and to properly record votes and Town Meeting Members' records.

Staffing: The Town Clerk's office has four Full Time Equivalent (FTE) employees comprised of two full-time management employees (the elected Town Clerk and the appointed Assistant Town Clerk), one full-time clerical employee, one part-time clerical employee, four part-time appointed Registrars of Voters and one elected part-time Moderator. In addition, the Town Clerk's office depends upon volunteers to assist in the organizing the 9300+ responses to our annual census mailing to 11,000 households.

Budget: The FY2011 budget was appropriated at \$330,000 with Elections & Registrations accounting for 57%, Town Clerk 39.5% and Legislative 3.5% of the total expenses. In addition, the Town Clerk's office fees for services amounted to \$92,300, 100% of which is generated by the activities of the Town Clerk program.

II. Department 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. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers comp, and the town's Medicare match. Town employees are not covered under Social Security.

The "Other cost" component varies by function: In the Elections and Registrations budget, principle costs relate to maintaining the voting machines and per-election costs for ballot coding and printing as required by the Secretary of the Commonwealth and Mass. Election Laws. In addition, the printing and postage of notification cards to voters affected by the Federal 2010 Census Reprecincting is significant; in the Town Clerk budget, the principle costs have been for supplies, though for FY12 we include a \$5,000 line item for a two year project to codify the town's By-Laws, Zoning By-Laws, Special Acts and Town Meeting actions; in the Legislative budget, the cost of court stenography services to record the minutes and actions for each Town Meeting is the main component.

Please note that the following chart represents the three current program budgets, with the individual salaries fully attributed to the existing programs. It does not allocate salaries to the individual programs based upon actual work/time spent per program to get the true cost of each program, which shifts yearly based upon the federal, state and local election schedule.

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

FY12	Salaries	Benefits	Other	Total
Elections & Registration	65,151	273	95,785	161,209
Town Clerk	126,050	12,628	10,920	149,598
Legislative	200	-	11,935	12,135
Total	191,401	12,901	118,640	322,942

III. Staffing and Structure

The Town Clerk’s office has three full-time and one part-time employee to handle the daily requirements and operations of the entire department, all four to varying degrees participating in each of the three department programs totaling 3.5 FTE. The amount of time that each of these employees dedicates to the three programs depends primarily upon the schedule cycle schedule federal and state elections and the calling of special town elections.

In addition to daily operations, the department has four appointed members of the Board of Registrars each considered part-time for .1 dedicated to the Elections & Registrations program as well as one part-time elected Moderator for .1 dedicated to the Legislative program.

Management consists of the elected Town Clerk and the appointed Assistant Town Clerk, the Clerical category is one full-time and one part-time Administrative Assistant, the Other category holds the part-time members of the Board of Registrars and Moderator.

Please note that the following chart represents the three current program budgets, with the individual salaries fully attributed to the existing programs. It does not allocate salaries to the individual programs based upon actual work/time spent per program to get the true cost of each program, which shifts yearly based upon the federal, state and local election schedule.

FTE - FY12	Mgmt	Other	Clerical	Total
Elections & Registrations	0.9	0.4	0.26	1.56
Town Clerk	0.9	0	1.1	2
Legislative	0.2	0.1	0.14	0.44
Total	2	0.5	1.5	4

Please note that the following chart represents the three program budgets, with the individual salaries allocated to the program based upon actual work/time spent per program. This derives the true cost of each program, which shifts yearly based upon the federal, state and local election schedule.

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

FTE - FY12	Mgmt	Other	Clerical	Total
Elections & Registrations	1	1	0	2
Town Clerk	0.4	0	0.1	0.5
Legislative	0	1.5		1.5
Total	1.56	2	0.44	4

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

a. Program Description: Elections & Registrations

1. Goals

- a. To Facilitate & provide accurate and timely census data
- b. To comply with legal requirements for elections (local, State, Federal)
- c. To process public requests in a timely, accurate, and accessible manner
- d. To provide accessible and accurate election processes and accurate and timely results, reports, and certifications
- e. To provide opportunities to encourage voter registration & voter participation

2. Program Outcomes

- a. Percentage of response to yearly Town census (first or second mailing)
- b. Percentage of census response recorded in State Central Voter Registry 30 days preceding Town election
- c. Percentage off qualified and trained poll workers
- d. Percentage of compliance with legal posting and testing requirements
- e. Percentage of unofficial town-wide election results are available within 2 hours of close of polls
- f. Percentage of unofficial town-wide election results are available on the website within 3 hours of close of polls
- g. Percentage of official certified election results available on the website within 14 days of the election
- h. Percentage of detailed election, voting and absentee information available in media and on website, Town Clerk's office at least 60 days preceding election
- i. Percentage of Elections in which absentee ballot applications fulfilled and sent to voter within 4 days of availability of printed and on-line ballots
- j. Percentage of elections in which absentee ballot applications fulfilled and sent to voter within 24 hours once printed and on-line ballots are available
- k. Percentage of elections in which Voter Registration Sessions were held outside routine office hours at Town Clerk's office
- l. Percentage of elections in which Voter registration sessions were held at remote sites or events such as Belmont High School, Meet Belmont, etc
- m. Percentage of elections in which in-person absentee voting was available at least 10 business days prior to election

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

3. Detailed Description

This program/department is responsible for all aspects of voting and running elections, including but not limited to voter registration, census preparation and maintenance, election equipment and ballot testing, staffing for election day, tallying and posting results for the public, certifying results for the Secretary of State and the Department of Revenue, all conducted in public view. In addition we record and maintain individual voting record for every voter (past and present) in Belmont. Other related activities include distributing and updating the 11,000 household yearly census forms and compiling the statutorily-required Resident Book. Data is managed utilizing the Commonwealth's Central Voter Registration System, managed through the Secretary of State. Changes to voter status, registrations, etc. verifying identity may ONLY be accomplished by the original signature of the voter; paper documents continue to serve as legal source documents. In addition to complying with all current federal, state and local election laws, changes to state or federal laws or regulations occur just before an election, requiring additional training of the Town Clerk's staff and election staff. One recent example a change made less than one month before the November election that allows Military and Overseas Voters (MOVE) to vote by electronic means such as email or fax.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	1.56	1.56	1.56	1.56
1.a Number of Employees Per Budget	1.4	1.4	1.4	1.4
2. Department Expenditures	110,186	187,616	187,416	160,644
OUTPUTS				
Number of census non-respondents (First of second mailing) per calendar year	1300 est.		1649	1350
Number of census responses received & processed in Central Voter Registry 30 days preceding Annual April Election	8400 est.		8500 est.	8600
Number of qualified & trained poll workers	56		71	80
Number of unofficial Town-wide election results available within 2 hours of close of polls	3		3	3
Number of unofficial town-wide election results available on website within 3 hours of close of polls	3		3	3
Number absentee Ballots fulfilled	1840		1800	1300
Number of official Results available on the website within 14 days of	0		2	3

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

election				
Number of elections in which voting and absentee information available 60 days preceding election	4		4	4
Number of elections in which all absentee ballot applications received were fulfilled and sent to voter within four days of availability of paper and electronic ballots.	n/a		n/a	3
Number of elections in which absentee ballot applications were fulfilled and sent to voter within 24 hours once paper and electronic ballots are available	4		3	3
Number of voter registration sessions conducted outside routine office hours at Town Clerk's office	4		4	4
Number of voter registration sessions conducted at remote sites such as Belmont High School, Meet Belmont, etc.	2		2	2
Number of elections in which in-person absentee voting available at Town Clerk's office 10 business days preceding election	3		3	3

b. Program Description: Town Clerk

1. Goals

- a. To secure & provide accurate and timely vital records and records of public actions
- b. To comply with legal requirements for vital records
- c. To comply with legal requirements for vital records
- d. To process public requests in a timely & accurate, accessible manner
- e. To provide accurate information in response to residents and connect them to the appropriate parties in town
- f. To provide accessible ways for members of the public to request and secure required licenses and certificates

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

2. Program Outcomes

- a. Percentage of public meetings posted to successfully comply with Open Meeting Law on first attempt
- b. Percentage of meeting minutes filed with the Town Clerk within 3 months of occurrence
- c. Percentage of original vital records accepted by and recorded accurately with the Commonwealth
- d. Percentage of Marriage Intentions converted to license on first attempt, without additional follow-up/contact
- e. Percentage compliance with Commonwealth vital records archival storage requirements
- f. Percentage of “one-touch” vital record certificates% of Public Records Law (MGL Ch 66 Section 10) requests completed and returned within the statutory 10 days
- g. Percentage of written requests received by mail fulfilled within 24 hours
- h. Percentage on-line searchable access to Town Meeting Actions, General and Zoning By-Laws, Acts and Special Legislation accepted by the Town
- i. Percentage of inquiries answered by Town Clerk staff
- j. Percentage of inquiries referred by Town Clerk staff
- k. Percentage of Town Clerk services described (if in-person activity is required) or available on-line
- l. Percentage on-line applications available for downloading
- m. Percentage on-line information describing available Town Clerk services
- n. Percentage on-line pet licensing & vital records request with electronic pay option
- o. Percentage of “one-touch” pet licenses

3. Detailed Description

This program/department is responsible for all of Belmont’s permanent records back to 1859, including but not limited to vital records (births, deaths and marriages), recording, certifying to State agencies such as Attorney General Office and Department of Revenue and maintaining Belmont’s By-Laws and legislative acts, records of meetings and public actions of all Town Meeting, boards, committees and commissions, residency letters, raffle permits, resident books, annual reports, Zoning Board of Appeals decisions, maintaining and tracking conflict of interest (Ethics) training and Open Meeting Law records, political and campaign finance reports, pet licenses, hunting/fishing licenses, business licenses, registrations and certificates and associated studies. Maintaining and indexing these documents while making them accessible to the public in a safe and secure way is a major responsibility. In addition, the Town Clerk’s office has been designated as a Passport Acceptance Facility by the U.S. Dept of State, requiring training and certification of our staff by that agency. Lastly, the Town Clerk serves as the central “go to” place for residents and general inquiries from the public. People who don’t know where to turn in the town’s structure call or email the Town Clerk’s office first. Many times, we answer the question other times; we transfer to other departments once we decide who the best match for the inquiry is.

Proper storage, index and archive activities for these permanent records are a priority for this department.

Activities involving the certification of all of these town records generated fees in excess of \$92,000 in FY2011.

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

4. Input/Output Measures

INPUTS	Actual	Budget	Estimated	Projected
	FY 10	FY 11	FY 11	FY 12
1. Number of Employees	2	2	2	2
1.a. Number of Employees per Budget	2.5	2.5	2.5	2.5
2. Department Expenditures	159,627	130,436	130,730	152,407
OUTPUTS				
Number of public meetings posted that require intervention to comply with Open Meeting Law	n/a		n/a	24
Number of original vital records returned by Commonwealth requiring correction	6		4	1
Number of marriage Intentions that didn't require additional follow-up contact	65		70	90
Number of "One-touch" vital records certificates issued.	0		50%	80%
Number of MGL Public Records Requests completed and returned within the statutory 10 days	n/a		16	20
Number of written requests received by mail and fulfilled within 24 hours	193		200	200
Number of updates performed to ensure current Town Meeting Actions, General and Zoning By-Laws, Acts and Special Legislation accepted by Belmont available on line	2		3	2
Number of telephone public inquiries answered by Town Clerk staff	n/a		working with Bldg services to obtain actual YTD	Will forecast once we get FY11 YTD

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

Number of telephone public inquiries answered by Town Clerk staff referred to other dept	n/a		working w/Bldg services to obtain actual YTD	Will forecast once we get FY11 YTD
Number of applications for licenses and certificates available on line for downloading	1		2	2
Number of applications for licenses available on line for electronic payment	0		0	1
Number of "One-touch " licenses for pets issued	0		1	1

c. Program Description: Legislative

1. Goals

- a. To manage Town Meeting sessions to maximize the use of time
- b. To comply with legal requirements for Town Meetings
- c. To properly record Town Meeting tenure, attendance and individual voting records to permit public consideration

2. Program Outcomes

- a. Percentage of presenters who come to Town Meeting with prepared remarks, adhering to allocated time period
- b. Percentage of substantive amendments filed prior to the required 3-day advance notice
- c. Percentage of timely pronouncements of Town Meeting actions during the meeting to keep the meeting on track
- d. Percentage of compliance with legal posting for each session of Town Meeting per town bylaws
- e. Percentage of compliance providing required information to Town Meeting Members by the 14 days prior to session
- f. Percentage of certified votes of Town Meeting actions to the Commonwealth within the statutory 30 days of last day of Town Meeting
- g. Percentage of on-line update to Town Meeting Member status available within 1 week of status change
- h. Percentage of on-line Town Meeting Member individual attendance records available yearly by March 1st
- i. Percentage of availability of Town Meeting stenographer official record of Town Meeting minutes and actions

3. Detailed Description

This program is responsible coordinating virtually all aspects of Belmont’s Representative Town Meeting, including but not limited to compliance with both the Massachusetts General Laws and Representative Town Meeting Act of 1926 and Belmont’s By-Laws, written and verbal

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

communications with Town Meeting Members and the public, moderating and managing the Town Meetings to be respectful of time pressures while securing the necessary results, creating storing and indexing the official court stenographer’s minutes of the meeting, certifying the votes of Town Meeting for the Town as well as for State Agencies, making the results available and understandable to the general public.

4. Input/output Measures

INPUTS	Actual	Budget	Estimated	Projected
	FY 10	FY 11	FY 11	FY 12
1. Number of Employees	0.44	0.44	0.44	0.44
1.a. Number of Employees per Budget	0.1	0.1	0.1	0.1
2. Department Expenditures	11,563	11,920	11,920	12,135
OUTPUTS				
# Presenters who do not come to Town Meeting with prepared remarks, or who do not adhere to allocated time period	n/a		n/a	2
# Substantive amendments NOT filed with Town Clerk at least three days before Town Meeting, ultimately accepted by the Moderator.	0		1	0
# Town Meeting votes certified to the Commonwealth within 30 days of adjournment.	1		3	2
# Town Meeting Member status changes recorded and available on website within one week of notification.			8	8
# Town Meetings for which individual attendance records are available on line prior to nomination deadlines for Annual Town Election	0		0	0
# Town Meetings for which Town Meeting Actions are available on website	2		3	3

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

VI. Opportunities and Issues for FY2012

To comply with State and Federal laws, every Town Clerk's office in the Commonwealth of Massachusetts must continue to exist between two worlds, one where the paper document and original signature are considered the only legal source document and one where document imaging and on-line access dominate. Whereas the desire to move ahead into imaging our past presses on us, we must always evaluate the cost-benefit of automating and not automate without solid reason. As such, we will concentrate and phase-in our efforts in automation to comply with a single-touch philosophy, to allow on-line payments in areas of high volume, small per unit revenue and records that must be maintained and secured permanently. In addition, the budget proposes a cost to codify all of Belmont's laws to make them easily accessible and permanently secure.

It is often said that Belmont could save a lot of money by consolidating our voting locations down to one place, for example Belmont High School however, this isn't fully true. Election costs are not driven by the number of voting locations but by the number of legal voting precincts. The Massachusetts Acts of 1926, Belmont Representative Town Meeting Act, created eight Belmont voting precincts, and the laws of the Commonwealth only permit a voting precinct to contain 4000 inhabitants or fewer. With a population of 26,000, Belmont could perhaps reduce only to seven voting precincts. The true cost drivers are the laws and regulations that require each legal voting precinct to be staffed with a minimum number and types of workers; to possess and utilize specific voting equipment and ballots and have dedicated police officers. Any decision to move to a single voting location should therefore not be a cost-driven decision. It should be based upon a desire to change the way elections are accessible to Belmont voters. We continue to evaluate and test ways to reduce the cost per election, within the relevant laws.

The impact and effects of the Federal Census 2010, still unknown at this time, will be felt with re-precincting during FY2011, the cost to implement this result will be realized in FY2012.

Since we deal with public on a daily basis, we have the pleasure to receive their direct comments on our services. Overall, feedback has been excellent so far, and we continue to strive for continuous improvement within our budgets but changing the way we conduct business. In addition, we are thrilled that the Town Clerk's office has excellent working relationships with many town departments. Without limitation, they have been generous in sharing expertise and jumping on board to help as we proceed to implement change.

The topic of residency letters, particularly relating to school enrollment continues to evolve. In prior years, the Town Clerk's office served as the coordination point for establishing residency, by enrollment on the census. This assures that the individual names are on the Emergency Response system in case of emergency; that the residence is a legal one in terms of zoning compliance and assessment status; that the landlord verifies the names of all individuals claiming residency from a specific address. The unique addresses to be assigned and contained in the town's Master Address Table will provide validity. The total number of residency letters issued to schools totaled more than 225 but the policy was inconsistently enforced. Recently, however the schools have decided to take over the responsibility to determine "residency" for children in the schools, without requiring a residential census, which does not allow confirmation of the Master Address Table. We are hopeful and encouraged to participate with the School Dept to derive a process to entitle children access while protecting taxpayers will be developed and approved for the start of school in 2011.

The Town Clerk's office requires accuracy, knowledge of and rigid compliance with relevant laws and public communications skills. We are fully benefiting from the private sector experience of our workforce to incorporate best-practices.

VII. Challenges

The approaching Presidential Election cycle that begins in FY2012 continuing into FY2013 will once again place extraordinary demands on the Town Clerk's office. The required shift of personnel to fully comply with all election laws will certainly impact the other programs of this department. One

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

perpetual challenge is to recruit, train and retain qualified election poll workers while minimizing election costs.

An overarching challenge for the entire Town Clerk's department is to overcome a popular perception that the Town Clerk's office is a place for file clerks. Every day, the staff of the Town Clerk's office must use our knowledge of the Commonwealth, town and federal laws and regulations to make judgments, often involving in-person public requests. The numbers are not small, issuing more than two thousand vital records and certificates per year plus another two thousand three hundred pet licenses, thousands of inquiries and visits. It's not only making copies and filing papers; it's knowing and acting within the laws with a customer-service attitude. The risk of a mistake is tremendous involving someone's identity, an election result, or creating and amending laws.

TOWN OF BELMONT FY2012 NARRATIVE – TOWN CLERK

TOWN OF BELMONT FY2012 NARRATIVE – SELECTMEN/TOWN ADMINISTRATOR

BOARD OF SELECTMEN/TOWN ADMINISTRATOR

I. Overview

Program responsibilities: The Town Administrator's Office has 5 primary responsibilities:

Board of Selectmen: The office provides administrative support to the Selectmen including communications, scheduling and preparations for Board meetings and Town Meetings.

Community Relations: The office maintains primary responsibility for communication and relations with the community and the rest of the world.

Committees & Commissions: The office provides administrative support for all Town committees and commissions.

Legal Services: The office oversees and works directly with Town Counsel to manage the Town's legal services.

General Management: The office is responsible for the general management of the Town and the coordination of the various different departments to achieve unified goals and consistent policies.

The Town Administrator's office also manages the Town's property, casualty, and liability insurance, and produces the Town's Annual Report.

Staffing: The office has 3.8 FTEs (3 full time and 2 part time employees).

Budget: The FY2011 budget for the department was \$623,672. Roughly 50% of this amount went toward General Management Services while another 40% was for Legal Services, and the remaining 10% split among the other functions.

Program outcomes/performance indicators: Because the department's functions are primarily administrative in nature, the department indicators primarily measure the workload of committees and meetings that are supported.

II. Department 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. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers comp, and the town's Medicare match. Town employees are not covered under Social Security.

The "Other" category generally includes supplies, purchased services, dues & memberships, and travel expenses. For the Selectmen, it also includes an annual \$7,500 payment to the Belmont VFW approved by Town Meeting.

FY12	Salaries	Benefits	Other	Total
------	----------	----------	-------	-------

TOWN OF BELMONT FY2012 NARRATIVE – SELECTMEN/TOWN ADMINISTRATOR

Selectmen	88,316	11,102	14,900	114,318
Community Relations	35,035	4,902	250	40,187
Committees/Commissions	36,628	8,293	800	45,721
General Management	119,968	7,634	16,890	144,492
Legal	33,443	1,511	240,000	274,954
Total	313,390	33,442	272,840	619,672
1 part time employee is not eligible for benefits				

III. Staffing and Structure

The department consists of the Town Administrator and Assistant Town Administrator (grouped as “Management”), a full time Administrative Coordinator and two part-time Administrative Secretaries (grouped as “Clerical”). The department previously employed a part-time website assistant; that position has been eliminated for FY12.

FTE - FY12	Mgmt	Clerical	Total
Selectmen	0.4	0.7	1.1
Community Relations	0.2	0.3	0.5
Committees/Commissions	0.1	0.6	0.7
General Management	1	0.2	1.2
Legal	0.3	0	0.3
Total	2	1.8	3.8

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

A. Program Description: Selectmen

1. Goals

- a. To prepare agenda and relevant materials for Selectmen’s Meetings
- b. To prepare Warrant and relevant materials for Town Meetings
- c. To work with Accounting and other Departments to prepare the Board’s annual budget recommendation
- d. To process license applications

2. Program outcome

- a.

3. Detailed description

TOWN OF BELMONT FY2012 NARRATIVE – SELECTMEN/TOWN ADMINISTRATOR

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.

4. Input/Output measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	1.1 \$106,624	1.1 \$115,900	1.1 \$113,712	1.1 \$114,318
2. Department Expenditures				
OUTPUTS				
Number of Selectmen’s meetings	32	32	32	32
Number of hours preparing for Selectmen’s and other meetings	425	450	450	425
Number of hours to produce Town Meeting documents/slides	67	48	48	48

B. Program Description: Community Relations

1. Goals

- a. To produce Annual Report
- b. To keep website updated with meetings, documents, and information.

2. Program Outcomes

- a. Number of hits/unique visitors to Town website
- b. Number of proactive news articles published in local media
- c. Achievement of Common Cause “E-Government” award.

3. Detailed Description

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.

4. Input/Output Measures

TOWN OF BELMONT FY2012 NARRATIVE – SELECTMEN/TOWN ADMINISTRATOR

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	0.5	0.5	0.5	0.5
2. Department Expenditures	\$38,000	\$42,000	\$39,000	\$40,187
OUTPUTS				
Number of pages in Annual Report	213	215	215	217
Number of hours to produce Annual report	77	77	77	70

C. Program Description: Committees/Commissions

1. Goals

- a. To post committee meetings
- b. To collect and post meeting minutes
- c. To maintain committee web pages
- d. To track member terms and maintain volunteer database

2. Program Outcomes

- a. Percentage of committees with up-to-date minutes posted online
- b. Percentage of committees with current content on their webpage

3. Detailed Description

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.

4. Input/Output Measures

TOWN OF BELMONT FY2012 NARRATIVE – SELECTMEN/TOWN ADMINISTRATOR

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	0.7	0.7	0.7	0.7
2. Department Expenditures	\$45,251	\$45,782	\$44,652	\$45,721
OUTPUTS				
Number of permanent and temporary committees	57	57	57	55
Number of committee members	293	285	285	278

D. Legal Services

1. Goals

- a. To defend Town in legal actions
- b. To advise Selectmen and other bodies on applicable laws
- c. To negotiate agreements with private and public parties
- d. To review contracts, licenses, leases, and RFPs.

2. Program Outcomes

- a. Percentage of Net expenditures for settlement of legal claims (non-insurance)
- b. Percentage of labor grievances appealed/overturned.

3. Detailed Description

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. The Town has enjoyed 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.

4. Input/Output Measures

TOWN OF BELMONT FY2012 NARRATIVE – SELECTMEN/TOWN ADMINISTRATOR

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	0.3	0.3	0.3	0.3
2. Department Expenditures	\$271,892	\$275,303	\$255,802	\$274,954
OUTPUTS				
Number of legal cases resolved	5	5	5	5
Number of labor grievances resolved	11	12	12	12

E. General Management

1. Goals

- a. Meet with department heads to coordinate services and policies.
- b. Oversee Town's property and liability insurance / process claims.
- c. Recommend solutions to parking and other issues raised by residents.
- d. Pursue regionalization agreements with neighbor communities.
- e. Consolidate Town/school functions where feasible/desirable.

2. Program Outcomes

3. Detailed Description

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.

4. Input/Output Measures

TOWN OF BELMONT FY2012 NARRATIVE – SELECTMEN/TOWN ADMINISTRATOR

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	1.2	1.2	1.2	1.2
2. Department Expenditures	\$142,831	\$144,724	\$141,608	\$144,492
OUTPUTS				
Number of hours of meetings with department heads	120	101	101	120

V. Innovation.

The Department continues to strive to find new and better ways of managing the Town's affairs. In FY10 the Town's insurance coverages were re-bid resulting in lower premiums. The Annual Report was spiral bound by staff and limited hard copies were made also resulting in savings.

VI. Opportunities.

The Department has a great need for document management both for ongoing and archived records. Additional funds could pay for the electronic conversion and shredding of existing documents as well as a better indexing system.

VII. Challenges.

The Department is constantly devoting time to issues raised by individual residents at the expense of other responsibilities that impact the Town as a whole. The need to be responsive and communicate clearly and effectively multiplies the amount of time and effort required to address even minor items.

**TOWN OF BELMONT FY2012 NARRATIVE – SELECTMEN/TOWN
ADMINISTRATOR**

TOWN OF BELMONT FY2012 NARRATIVE – HUMAN RESOURCES

HUMAN RESOURCES DEPARTMENT

I. Overview

Program Responsibilities: The H.R. Department has six primary responsibilities.

Benefits Administration: Consists of health, dental and life insurance enrollments, deductions, bills processing, Cobra notices and assistance for all Town and Schools employees and retirees.

Employee/Labor Relations: employment issues, personnel policies and questions, union contract compliance and interpretations for 8 unions, grievance resolution, and collective bargaining of seven union contracts.

Recruitment: Oversight of hiring and promotional processes across Town in compliance with internal policies, union contracts, and State/Federal hiring and wage law.

Employment Regulation Compliance: coverage areas including health insurance and benefit regulations, wage and hour matters, EEO regulations, FMLA, USERRA, Workers Compensation, unemployment, CORA, etc.

Informational assistance to citizens and external agencies: provide information to citizens regarding employment information and opportunities, provide external agencies with Town data for surveys and regulatory information, respond to subpoenas, etc.

Pay and Position Classification: administration application of the union and non-union pay plans, updating of job descriptions, the rating of revised and new job descriptions.

Staffing: The Human Resources department has 2.72 FTEs, two full time positions and a part time administrative assistant

Budget: The 2011 salary and benefit portion of the budget was approximately \$223,200, with 35% for benefits administration, 15% for employee/labor relations, 7% for recruitment, 22 % for employment regulation compliance, 18 % informational assistance, 2% for pay and classification matters.

Program outcomes/performance indicators: The department indicators are primarily based on internal customer satisfaction, a credible and positive relationship with labor unions resulting in minimal legal challenges and costs, and efficient administration of employee and retiree benefits.

II. Department Budget by function

The chart below depicts our best estimates of the functional costs of the department. Benefits are allocated on a percentage basis, not per person. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers compensation and the Town's Medicare match. However, employees are not covered by Social Security.

FY 12	Salaries	Benefits	Total
-------	----------	----------	-------

TOWN OF BELMONT FY2012 NARRATIVE – HUMAN RESOURCES

Employee/Labor Relations	\$27,025.54	\$5,975.20	\$33,000.74
Benefits Administration	\$64,185.65	\$14,191.11	\$78,376.75
Employment Reg. Compliance	\$40,538.30	\$8,962.80	\$49,501.11
Recruitment	\$13,512.77	\$2,987.60	\$16,500.37
Assistance	\$34,457.56	\$7,618.38	\$42,075.94
Pay and Classification	\$3,378.19	\$746.90	\$4,125.09
Total	\$183,098.00	\$40,482.00	\$223,580.00
Please note that this does not include \$6,000 for temporary replacement			

III. Staffing and Structure

The Human Resources Department has three employees (two full time) to handle the benefits administration for the Town and School employees and retirees as well as all other Town program areas – Employee/Labor Relations, Recruitment, Employment Regulation Compliance, Informational Assistance, and Pay and Classification. The part time Administrative Assistant staffs the front desk 25 hours per week providing support with record keeping and customer interaction in all areas. Whenever one position is absent due to illness, vacation, etc. the other positions provide coverage for the vacancy as there is no other backup system in place. Management consists of the H.R. Director.

FTE - FY12	Mgmt	F.T. Clerical	Total
Employee/Labor Relations	0.4	0	0.4
Benefits Administration	0.15	0.7	0.95
Employment Reg. Compliance	0.2	0.1	0.6
Recruitment	0.1	0	0.2
Assistance	0.1	0.2	0.51
Pay and Classification	0.05	0	0.05
Total	1	1	2.71

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

A. Program Description: Employee/ Labor Relations

1. Goals

- a. To effectively complete collective bargaining with seven unions for FY 12 contract settlements following the guide lines set by the Board of Selectmen with minimal legal fees
- b. To work proactively with Labor unions to resolve day to day employment disputes, provide contract interpretations, impact bargain over policy changes
- c. To assist non union and union employees with policy questions and problems that relate to various Federal and State employment statutes.

2. Program Outcomes

TOWN OF BELMONT FY2012 NARRATIVE – HUMAN RESOURCES

- a. By December 2010 two contracts have been resolved and one tentative settlement has been reached. Ongoing meetings are scheduled with two unions while one union has declared official impasse. Another has unofficially declared impasse but is hopeful an agreement is possible.
- b. 90% by the end of the FY 11, it is anticipated that contract settlements will be reached with six of the seven unions dealt with by H.R., with remaining union in mediation.

3. Detailed description

Under M.G.L. Chapter 150E, public employees are allowed to unionize. The Town of Belmont is legally required to meet and bargain with these employee groups over hours of work and other working conditions such as pay and benefits.

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

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	2.7	2.7	2.7	2.7
2. Department Expenditures		33,000.74	33,000.74	33,000.74
OUTPUTS				
Number of unions bargained with	7	7	7	7
Number of employment and disciplinary issues dealt with	24		36	30

B. Program Description: Benefits Administration

1. Goals

- a. To provide eligible Town and School employees and retirees with appropriate benefits.

2. Program Outcomes

- a. Accurately administer Health, Dental, Life Insurance, Worker compensation and Unemployment benefits.

TOWN OF BELMONT FY2012 NARRATIVE – HUMAN RESOURCES

3. Detailed Description

Administer the enrollment of approximately 765 eligible employees and 600 retirees for the Town and School Departments in health insurance, dental, and life insurance as well as workers compensation and unemployment. Process all plan bill payments, monitor enrollment, review eligibility, and work with vendors and consultants.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	2.7	2.7	2.7	2.7
2. Department Expenditures		78,376.75	78,376.75	78,376.75
OUTPUTS				
Number of health insurance service to 765 School and Town eligible employees and 500 retirees	500		650	650
Number of life Insurance service to over 500 participating School and Town employees and retirees	55		65	65
Number of workers compensation cases for School and Town	32		35	35
Number of Dental Insurance service to 165 participating Town and School employees	56		60	60
Number of unemployment cases for School and Town	51		45	45

C. Program Description: Employment Regulation Compliance

1. Goals

- a. To provide non union and union employees information and policy interpretations regarding several Federal and State employment statutes that give rise to questions
- b. To ensure that required employment information file and to complete any required State or Federal reports.

2. Program Outcomes

TOWN OF BELMONT FY2012 NARRATIVE – HUMAN RESOURCES

- a. Percentage of administered Federal and State employment statutes and respond to corresponding employment questions and issues, collect required documents, and comply with union job postings.

3. Detailed Description

Employment information needs to be available through the H.R. department for dissemination to employees with questions regarding sick leave and vacation questions that may fall under the Federal Family and Medical Leave act; wage and hour issues that may fall under the Fair Labor Standards Act or State statutes; or military leave acts, disability laws, and discrimination statutes such as the Civil Rights, etc.

The Town is also required to maintain various employment information and records such as employment applications, required employment licensures, Federal Immigration I-9s, State Health disclosure form, Marriage, Birth and Death certificates for insurance, Medicare cards, employment rosters, State Civil Service records, etc.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	2.7	2.7	2.7	2.7
2. Department Expenditures		49,501.11	49,501.11	49,501.11
OUTPUTS				
Number of regulation related issues	Not a program last year		20	20
Number of compliance records created	Not a program last year		480	500

D. Program Description: Recruitment

1. Goals

- a. To provide a qualified and stable workforce

2. Program Outcomes

- a. 100% Placement of qualified applicants subject to reference checks, pre-employment physicals and probationary periods.

3. Detailed Description

TOWN OF BELMONT FY2012 NARRATIVE – HUMAN RESOURCES

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

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	2.7	2.7	2.7	2.7
2. Department Expenditures		16,500.37	16,500.37	16,500.37
OUTPUTS				
Number of External Advertisements	24		20	22
Number of Internal job postings	27		24	25

E. Program Description: Assistance

1. Goals

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

2. Program Outcomes

- a. 100% response to citizen's inquiries regarding job openings and to address inquiries from State agencies such as Civil Service, the Attorney General, the Federal EEO office regarding required reports

3. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	2.7	2.7	2.7	2.7
2. Department Expenditures		42,002.92	42,002.92	42,002.92
OUTPUTS				
Number of requests for assistance from citizens and external agencies	120		140	140

F. Program Description: Pay and Classification

TOWN OF BELMONT FY2012 NARRATIVE – HUMAN RESOURCES

1. Goals

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

2. Program Outcomes

- a. Administer application of union and non-union pay plans, updating of job descriptions, rating of revised and new job descriptions as needed at 100%.

3. Detailed description

The Classification system is put into place by outside neutral consultants who have propriety systems that are defensible against claims of bias and protects the Town. After the pay plan has been put in place by the original consultant, the ranges increase with general wage market increases and CPI information approved by the Board of Selectmen.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	2.7	2.7	2.7	2.7
2. Department Expenditures		4,125.09	4,125.09	4,125.09
OUTPUTS				
Number of position revisions/ratings.	11		12	12

V. Innovation.

This past year, the department applied and was approved for new Federal Stimulus funds through the Early Retiree Reimbursement Assistance program. This program reimburses a predetermined level of claims for non-Medicare eligible retirees who are provided health insurance. Based on the formula, the Town's consultant has estimated that the Town will receive \$400,000 to \$650,000 over the next two years. These funds must be used toward health insurance costs.

Due to a change in Medicare regulations, one of the Town's Medicare supplemental plans was eliminated mid year and was replaced by an indemnity type plan by Harvard Pilgrim. The Town added a Tufts HMO plan to off set cost and managed to offset the increase in costs in the new replacement plan. We also have an opportunity to review the need for all three plans for the spring open enrollment with an eye toward continuing to offer adequate coverage while containing costs.

VI. Opportunities.

TOWN OF BELMONT FY2012 NARRATIVE – HUMAN RESOURCES

If my department were allocated additional funds, I would add a full time professional position to assist with non clerical duties and increase the hours of the part time administrative assistant from 25 hours per week to 35 hours per week to provide all day front desk and phone coverage. This would enable me to spend more of my time planning, adding and improving programs instead of handling staff functions. I would also add Munis support programs that would automatically track Personnel/Payroll forms in the same manner that Purchase Orders are tracked. This automation would create more efficiency and save valuable administrative time other duties in this office as well in the offices of the officials who must sign off on these forms as well.

VII. Challenges.

As mentioned in last year's Warrant Committee report, the Human Resources department long term growth has only been .9% vs. 3.5% for all Belmont departments. This is despite the fact that the department has taken over the responsibility for administering Ch. 32B, Section 18 that mandates the retirees must enroll in Medicare A and B when eligible, administration of a dental plan for Town and School employees, a lead role in dealing with unions on day to day matters as well as collective bargaining, working with payroll on new employees and various changes in the payroll system, working with mandates such as State Health Care Reform regulations, Medicare D regulations and reimbursements, License tracking and verification for Town drivers through the Registry, and the Federal Early Retiree Reimbursement program

TOWN OF BELMONT FY2012 NARRATIVE – HUMAN RESOURCES

**TOWN OF BELMONT FY2012 NARRATIVE – INFORMATION
TECHNOLOGY**

Information Technology

I. Overview

Program responsibilities. The Information Technology Department has five primary responsibilities.

Desktop Services. The Department provides Computer Help Desk, Printer, PC replacement and Mobile (laptop) services for all Town Departments.

ERP System Administration. The Department provides Enterprise Resource Planning (ERP) System administration for the Town's MUNIS system and the Municipal Light Departments Cogsdale System.

GIS and Database Administration. This Department is responsible for maintaining the Town's Geographical Information System (GIS) and the several Databases developed by all Town Departments.

File Server and Communications Administration. This Department maintains the Town's Email System (Exchange), systems security (anti-virus, anti-malware and encryption), Terminal services, Web services, File storage, Backup Systems and Virtual Machines.

Technical Training. The Department is responsible for providing training in the use of a number of the Town's Systems, such as, Email, Web page maintenance, GIS and File Storage.

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

Budget: The FY2011 budget was approximately \$638,000, with Desktop Services accounting for 22%, ERP System Administration 32%, GIS & DB Administration 17%, File Server & Communications Administration 24%, and Technical Training 5%.

Program outcomes/performance indicators: The department's performance indicators are primarily service quality measures, focusing on timeliness of service.

II. Department budget by function

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

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

IT Department - Budget Recap						
	Desktop Services	ERP System Admin.	GIS/DB Admin.	File Server/ Comms Admin.	Technology Training	Total
Salaries	\$65,913	\$100,439	\$62,775	\$62,775	\$21,971	\$313,873
Benefits	\$17,380	\$26,484	\$16,553	\$16,553	\$5,793	\$82,764
Other Expenses	\$71,100	\$92,544	\$37,778	\$81,297	\$6,481	\$289,200
Total	\$154,393	\$219,468	\$117,106	\$160,624	\$34,245	\$685,837

TOWN OF BELMONT FY2012 NARRATIVE – INFORMATION TECHNOLOGY

III. Staffing and Structure

The Information Technology Department has five full-time employees to support the technology needs of 22 Town Departments and Divisions.

Management consists of the IT Director. There is no administrative support staff and each IT member contributes to each function as specified in the table below.

IT Department - FTE Distribution						
	Desktop Services	ERP System Admin.	GIS/DB Admin.	File Server/ Comms Admin.	Technology Training	Total
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
Total	1.05	1.6	1	1	0.35	5

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

A. Program Description: Desktop Services

1. Goals

- a) To reduce resolution time for TechSupport requests.
- b) To reduce number of request recalls.

2. Program Outcomes

- a) Percentage of Requests Completed within 5 days
- b) Percentage of Request Recalls

3. Detailed description

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.

**TOWN OF BELMONT FY2012 NARRATIVE – INFORMATION
TECHNOLOGY**

4. Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	1.05	1.05	1.05	1.05
2. Department Expenditures	N/A	\$143,886	\$145,000	\$154,393
OUTPUTS				
Number of TechSupport requests.	1220	N/A	1342	1476
Number of Techsupport requests resolved within 5 days.	N/A	N/A	1000	1150
Number of request recalls.	N/A	N/A	70	150

B. Program Description: ERP System Administration

1. Goals

- a) To maintain System availability.
- b) To maintain Version Status at most current.

2. Program Outcomes

- 1. Percentage of system up-time.
- 2. Percentage of non-current version status.

3. Detailed description

The ERP (Enterprise Resource Planning) system is provided by Tyler Technologies and is called MUNIS. It provides a common repository for the entire Towns' financial, asset and personnel data. The MUNIS system is used by all departments and is a vital and critical component of the technology infrastructure. 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, work orders, payroll. The Cogsdale system is being integrated with MUNIS and GIS.

**TOWN OF BELMONT FY2012 NARRATIVE – INFORMATION
TECHNOLOGY**

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees.	1.6	1.6	1.6	1.6
2. Departmental Expenditures.	N/A	\$204,018	\$205,000	\$219,468
OUTPUTS				
System up-time percentage.	99.00%	N/A	99.00%	99.50%
Percentage of non-current version time.	N/A	N/A	42.00%	38.00%

C. Program Description: GIS and Database Administration

1. GOALS

1. To maintain up to date GIS.
2. To increase Departmental use of GIS.
3. To maintain database efficiency.

2. Program Outcomes

1. Percentage of Departments using GIS.
2. Percentage of database up-time.

3. Detailed Description

A GIS (Graphical Information System) has become a critical component in municipal planning. The ability to spatially display information provides a substantial increase in efficiency for Planning, Utility work, Property analysis, Pavement management and Public Safety. Our GIS is based on Environmental Systems Research Institute (ESRI) platform. The main challenge in maintaining the GIS is keeping data updated. 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.

TOWN OF BELMONT FY2012 NARRATIVE – INFORMATION TECHNOLOGY

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees.	1	1	1	1
2. Departmental Expenditures.	N/A	\$108,161	\$108,000	\$117,106
OUTPUTS				
Number of Departments using GIS.	8	N/A	15	16
Database Up-time Percentage.	99.00%	N/A	99.00%	99.50%

D. Program Description: File Server and Communications Administration

1. GOALS

1. To maintain file system availability.
2. To maintain email system availability.

2. Program Outcomes

1. Percentage of File System Up-time.
2. Percentage of Email System up-time.

3. Detailed Description

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 300 mailboxes which are constantly scanned for viruses and SPAM. We have implemented an email archiving system. This will assist the Town by providing eDiscovery capability. We have started a virtualization project which will result in reducing our server count by at least 50% thereby reducing maintenance costs.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees.	1	1	1	1
2. Departmental Expenditures.	N/A	\$150,136	\$152,000	\$160,624

**TOWN OF BELMONT FY2012 NARRATIVE – INFORMATION
TECHNOLOGY**

OUTPUTS				
File System Up-time Percentage.	N/A	N/A	98.00%	99.00%
Email System up-time Percentage.	98.00%	N/A	98.00%	99.00%

E. Program Description: Technical Training

1. GOALS

1. To Increase Technical Proficiency of Staff.

2. Program Outcome

1. Percentage of reduction in Techsupport requests.

3. Detailed Description

Approximately 80% of the Town staff is not technically proficient. 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. Unfortunately, IT Staff time is primarily used for maintaining systems operations. There just is not enough time to produce training classes and teach them. It is hoped that by performing the paradigm shift outlined in Opportunities below that more time may be devoted to training. The goal is to increase staff technical abilities which should reduce support requests.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	0.35	0.35	0.35	0.35
2. Departmental Expenditures.	N/A	\$31,354	\$27,000	\$34,245
OUTPUTS				
Number of Training Classes.	24	N/A	20	30
Number of Techsupport Requests.	1220	N/A	1342	1476

V. Innovations

Several Projects were started and others completed in FY2010/FY2011.

They include:

1. Email Archiving System – installed and operating. Addition configuration taking place and training classes being developed.
2. New Anti-Virus/Security System – completed.

TOWN OF BELMONT FY2012 NARRATIVE – INFORMATION TECHNOLOGY

3. New Training Classes for GIS Developed – 2 series of classes completed.
4. New ERP System (Cogsdale) for Light Department Implemented - Financials Live (June 2010), Billing Live (October 2010).
5. Website Enhancement – Videos added October 2009.
6. Compliance with Personal Information (PI) Security regulations – Performed assessments Town & School completed FY2011. Application Penetration Testing to be performed 2/2011. Policies, Procedures and Auditing coming FY2012.
7. Document Management System – Purchased Software for 2 Departments to start FY2011.
8. Master Address Table (MAT) – By-Law change going to TM in April.

VI. Opportunities and Issues for FY2012

- The IT Department does not have any administrative staff. The current staff all do some portion of administrative work such as, bill paying, ordering, payroll, memo creation, etc.

This is not efficient use of the skilled resources of the department. I am seeking sharing 15hrs/wk of administrative help with another department.

- We are working with a vendor to completely outsource maintenance of the Town's 85+ printers.

This will result in a reduction of printer supplies and repair costs.

- We are endeavoring to reduce paper use by modifying business processes.

- To further reduce the cost of maintaining in-house technology, we are investigating cloud computing.

It is no longer cost effective for an organization of our size to continue purchasing hardware and software and maintaining them within our own buildings. Companies such as Amazon, Google, SalesForce, RackSpace and Microsoft have the enormous datacenters where server and storage space can be leased. Initial analysis has show cost savings of at least \$5000.00 per year.

This paradigm shift will take several years, but I believe will result in a much more efficient and cost effective department.

TOWN OF BELMONT FY2012 NARRATIVE – ASSESSORS

Assessors' Office

I. Overview

Program responsibilities. The Assessors' Office has four primary responsibilities:

List and Value. The Board of Assessors is required by Massachusetts General Law to list and value all real and personal property.

New Growth. The Board is charged with the gathering of information regarding additions to home, and is also charged with performing cyclical inspections.

Administer Abatements and Exemptions. The Board is charged with the administration of real estate, personal property and motor vehicle abatements and exemptions.

Excise Taxation. The Board is charged with the administration of motor vehicle and boat excise.

Staffing. The Assessors' Office has three full time employees and one part time employee. There is also a three member Board of Assessors.

Budget. The FY2011 budget was approximately \$372,000, with listing and valuing appropriating approximately 29%, new growth approximately 26%, administrating abatements and exemptions approximately 29%, and excise taxation approximately 16%.

Program outcomes/performance indicators. The department's performance indicators are primarily efficiency oriented, focusing on an expeditious and a high quality of performance.

II. Department Budget by Function

The chart below represents the functional costs for the department. Salaries represent direct payments to employees. Benefits represent departmental expenses for health insurance, workers compensation and Medicare.

FY 12	Salaries	Benefits	Total
List and Value	69,026	10,511	79,537
New Growth	62,122	9,460	71,582
Administer Abatement and Exemptions	69,026	8409	77,435
Excise Taxation	34,513	3,153	37,666
Total	234,687	31,533	266,220

III. Staffing and Structure

The Assessors' Office has four employees (three full-time and one part-time), and a three member Board of Assessors, to handle the assessing issues for the Town. The Board meets on a regular schedule in addition to overseeing all of the functions of the office on an ongoing basis. Management consists of the Assessing Administrator, the "Other" category consists of the Assistant Assessing Administrator and the Assessment Technician positions, and the Clerical position consists of one part time clerk. Currently the three full time employees receive health insurance through the Town.

TOWN OF BELMONT FY2012 NARRATIVE – ASSESSORS

FY 12	Management	Other	Clerical	Total
List and Value	0.50	0.50	0.10	1.10
New Growth	0.30	0.60	0.10	1.00
Administer Abatement and Exemptions	0.15	0.60	0.30	1.05
Excise Taxation	0.05	0.30	0.30	0.65
Total	1.00	2.00	0.80	3.80

IV. Goals, Program Outcome, Description of Function and Input/Output Measures

A. Program Description: List and Value

1. Goals

- a. To record all transfers of title.
- b. To insure that all valid sales are visited for verification and interior inspection.
- c. To inspect the interior of 50% of all valid sales.
- d. To submit, through mailing, income and expense statement requests to all commercial properties in Town.
- e. To have 40% returned and filed income and expense statement requests from commercial properties in Town.
- f. To visit all new personal property accounts in Town.
- g. To visit, measure, and list 800 parcels annually for cyclical review.

2. Program Outcomes

- a. Transfers of title recorded: 100%.
- b. Valid sales that were visited for verification and interior inspection: 100%.
- c. Inspected 50% of all valid sales.
- d. Income and expense statement requests submitted and mailed to 100% of all commercial properties in Town.
- e. Returned and filed income and expense statement requests from commercial properties in Town: 40%.
- f. New personal property accounts in Town inspected: 100%
- g. Projected cyclical inspections performed: 100%.

3. Description of Function

The Assessors' Office is required by Massachusetts General Law to list and value all real and personal property on an "ad valorem" basis or "according to value"; in Massachusetts, values are based on "full and fair cash value" or 100 percent of the fair market value the January 1st prior to the beginning fiscal year. There are approximately 8,000 parcels in the Town of Belmont to be appraised and assessed annually.

Each year the assessing staff researches sales through the Registry of Deeds on-line site where we retrieve all real estate transfers that have occurred in the Town of Belmont. These transfers are recorded in the town's CAMA system and each sale is reviewed for its relevance to the market (validity). All valid sales are visited by the Assessing Administrator who re-measures the improvements and tries to gain access to the

TOWN OF BELMONT FY2012 NARRATIVE – ASSESSORS

structure to insure that the data on the interior is current and accurate. The office also sends sales questionnaires to verify in writing that the sale has taken place, that the sales price recorded is accurate and that the information on the interior is accurate.

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

The Assessors' Office also requests and receives income and expense reports from every commercial property owner in town. This information is reviewed, and the income and expense data is updated in the CAMA system to reflect current market trends in commercial real estate. This data is also reviewed annually by the Bureau of Local Assessment.

4. Input/Output Measures

INPUTS	Actual FY10	Budget FY11	Estimated FY11	Projected FY12
1. Number of Employees*	1.1	1.1	1.1	1.1
2. Department Expenditures	74,308	76,546	76,546	77,064
OUTPUTS				
Number of sales visited for verification	113	113	113	115
Percentage of sales inspected	47%	43%	43%	43%
Number of transfers of title	601	555	555	550
Number of sales questionnaires sent to new owners	242	266	266	270
Number of income and expense statements submitted	136	123	123	125
Number of existing personal property accounts inspected	511	512	512	510
Number of new personal property accounts listed/inspected	35	25	25	25

*See Staffing and Structure chart for additional information.

B. Program Description: New Growth

1. Goals

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

2. Program Outcomes

- a. Building permits issued by Community Development reviewed by the Assessors' Office: 100%.
- b. Homes that filed building permits during the previous calendar year visited and reviewed: 100%.
- c. Permit activity recorded in the Assessors' CAMA system: 100%.

TOWN OF BELMONT FY2012 NARRATIVE – ASSESSORS

3. Description of Function

The Assessors' Office collects permit information submitted to the office from the Community Development Office. Each property is reviewed, inspected and adjusted according to the permit work performed as of January 1st, and the effect that the update has on market value. All changes are processed in the property record of the CAMA system, and a value on the property is recalculated. A new growth report is compiled in the fall of each year and is reviewed and approved by the Division of Local Services.

4. Input/Output Measures

INPUTS	Actual FY10	Budget FY11	Estimated FY11	Projected FY12
1. Number of Employees*	1.0	1.0	1.0	1.0
2. Department Expenditures	67,553	69,587	69,587	70,058
OUTPUTS				
Number of 1 to 3 family homes inspected	820	757	757	976
Number of permits reviewed	315	336	336	340
Cost per residential inspection	\$45	\$50	\$50	\$50
Number of condo conversions – multifamily to units	19 to 38	21 to 42	21 to 42	19 to 50

*See Staffing and Structure chart for additional information.

C. Program Description: Administer Abatements and Exemptions

1. Goals

- a. To review and process all abatement requests.
- b. To review and process all exemption requests.

2. Program Outcomes

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

3. Description of Function

During the month of January, taxpayers have the right to appeal assessments. During that time the staff is responsible for handing out or mailing abatement applications, answering various questions on abatement procedures or other assessment information, preparing applications for the Board of Assessors to review, and processing abatements and denials.

Eligible taxpayers have approximately 90 days to file for various statutory exemptions. The staff is responsible for handing out or mailing these applications, answering questions on exemption procedures and qualifications, preparing applications for the Board of Assessors to review, and processing exemptions or denials.

Any taxpayers who feels that their abatement or exemption has not been handled appropriately, has the right within 90 days to appeal the Board's decision to the Appellate Tax Board. All appeals are handled by the office who reviews the case and, based on the information given, may negotiate with the taxpayer (at

TOWN OF BELMONT FY2012 NARRATIVE – ASSESSORS

the Board's direction) for a settlement. If no settlement can be agreed upon, the Assessing Administrator, along with Town Counsel, presents the case for the Town at the Appellate Tax Board.

4. Input/Output Measures

INPUTS	Actual FY10	Budget FY11	Estimated FY11	Projected FY12
1. Number of Employees*	1.05	1.05	1.05	1.05
2. Department Expenditures	70,930	73,066	73,066	73,561
OUTPUTS				
Number of residential abatement applications submitted	195	220	220	210
Number of commercial/industrial abatement applications submitted	17	10	10	10
Number of personal property abatement applications submitted	5	5	5	5
Number of statutory exemption applications submitted	213	220	220	**270

* See Staffing and Structure chart for additional information.

** Increase due to CPA surcharge exemption with CPA surcharge implemented FY2012.

D. Program Description: Excise Taxation

1. Goals

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

2. Program Outcomes

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

3. Detailed description

Motor Vehicle Excise data files are received, maintained, processed and abated by the Assessors' Office. The office answers various questions on motor vehicle excise in person, over the phone or through email.

4. Input/Output Measures

INPUTS	Actual FY10	Budget FY11	Estimated FY11	Projected FY12
1. Number of Employees*	.65	.65	.65	.65
2. Department Expenditures	43,909	45,231	45,231	45,537
OUTPUTS				
Number of bills processed	20,774	20,850	20,850	20,900
Number of abatement applications received and processed	629	635	635	645

*See Staffing and Structure chart for additional information.

TOWN OF BELMONT FY2012 NARRATIVE – ASSESSORS

V. Innovation

The Board of Assessors has always promoted and encouraged innovation wherever it is possible. Presently the Assessing Administrator is charged with verifying all pertinent sales that will be used as the basis of valuing properties for the present fiscal year. Each valid sale is visited, measured and an attempt is made to view the interior. Sales verification forms are mailed to each new, valid purchase. The office also accesses listings of sold properties through local multiple listing services (residential and commercial) in an attempt to gain as much primary information on the sales as possible. If questions arise regarding the legitimacy of a sale, the listing or selling broker is called to verify the information about the sale in order to gain a more intimate understanding of the transaction. The added knowledge gained will enable the office to more accurately value real estate in the Town and will allow the department to defend values that have been generated more vigorously and with more authority.

VI. Opportunities

The key personnel in the Assessors' Office have been trained on the Town's Geographical Information System (GIS). This is software that depicts information graphically. As a part of the assessing functions of valuing and new growth, this tool has considerable amount of potential: in looking for anomalies, tracking sales, tracking inspections, examining individual data points, mapping zoning districts, depicting neighborhoods, looking at building details remotely; this is to name just a few of the functions that are available at the fingertips of the office staff.

VII. Challenges

The Town of Belmont passed the Community Preservation Act (CPA) in the fall of this year. The Assessors' Office is in the process of incorporating this new revenue source into the Town's accounting system as well as administering several changes in the office primarily in the administration of abatements and exemptions function. This will involve:

1. Working with other Town departments in incorporating the CPA into the assessing, accounting and collections functions, including working with the Town's accounting system software vendor.
2. Creating a brochure explaining the CPA for use primarily by the taxpayers.
3. Updating the website with information about the CPA and the allowable exemptions.
4. Collecting information on and reviewing requirements allowed under the Community Preservation Act.

TOWN OF BELMONT FY2012 NARRATIVE – FINANCE & ACCOUNTING

Finance and Accounting

I. Overview

Program responsibilities. The Accounting Department has four primary responsibilities.

Budgeting. The Department along with the Town Administrator works to prepare a budget document for the Town. Preparation includes budget overview, revenue estimates, guidelines for the departments, and overall coordination.

Audit. The Department provides an internal audit function and oversees the external audit required by federal regulations

Reporting This Department develops and submits the annual reporting of all accounts, appropriations, grants, gifts, and trust funds required by the Commonwealth of Massachusetts.

Financial accounting & procurement oversight. Performance of Town departments versus budget is monitored. Purchase orders are prepared and disbursed by this office and bills are paid weekly for Town, School and Light departments. 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.

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

Staffing: The Accounting Department has three and half full time equivalent employees (two full-time), and a part time accounts payable clerk, budget analyst, and intern

Budget: The FY2012 budget will be approximately \$360,000, with accounting being 22%, auditing 36%, budgeting 25%, accounts payable 14% and all other 3%.

Program outcomes/performance indicators: The department's performance indicators are primarily efficiency oriented, focusing on time to completion.

II. Department 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. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers comp, and the town's Medicare match. Town employees are not covered under Social Security.

The "Other cost" component varies by function. Under Auditing this is the cost of the outside audit firm. Under Accounting this is the biannual cost for the OPEB actuary or professional services which may be needed for the Retirement or OPEB actuaries to make additional presentations to the Board of Selectmen or Warrant Committee. Accounting also covers the allocated cost of the MUNIS annual maintenance fee for the accounting General Ledger, Fixed asset software, Purchasing software, and other software that is included within MUNIS. Training costs are allocated to different functions depending on the type of training which is received. The Budget function represents the cost of printing documents for the budget and allocated supplies needed for this function. The "Other" function covers direct Warrant Committee expenses and mileage reimbursements for departments other than accounting.

TOWN OF BELMONT FY2012 NARRATIVE – FINANCE & ACCOUNTING

FY12	Salaries	Benefits	Other	Total
Accounting	63,102	9,537	4,950	77,589
Auditing	62,477	10,561	57,200	130,238
Budget	72,085	13,520	4,950	90,555
Accounts Payable	42,083	7,296	1,400	50,779
Other			13,000	13,000
Total	239,747	40,914	81,500	362,161
2 part time employees are not eligible for benefits				

III. Staffing and Structure

The Accounting Department has five employees (two full-time) to handle the accounting issues for the town. Our part time budget analyst worked with each department this year to implement Performance Management. There is an intern that to provide backup for the part time Accounts Payable clerk as well as various projects.

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

FTE - FY12	Mgmt	Other	Clerical	Total
Accounting	0.4	0.2	0.2	0.8
Auditing	0.2	0.6		0.8
Budget	0.4	0.4		0.8
Accounts Payable	0	0.2	0.6	0.8
Total	1	1.4	0.8	3.2

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

A. Program Description: Budgeting

1. Goals

- a. To provide preparation & presentation of Annual Budget report
- b. To assist in public understanding of the budget process
- c. To track and monitor department spending reports

2. Program Outcomes:

- a. Percentage of general public budget inquiries responded to within 2 days
- b. Percentage of reporting within a week of period end

TOWN OF BELMONT FY2012 NARRATIVE – FINANCE & ACCOUNTING

3. Detailed description

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 FY12 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.). This cannot be implemented this year since the capital budget submissions are not scheduled until after the budget presentations to the Board of Selectmen & Warrant Committee.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
3. Number of Employees	.6	.8	.8	.8
4. Department Expenditures		\$96,666	\$90,555	\$90,555
OUTPUTS				
Number of budget versus actual reports prepared per year for public			7	7
Number of public budget inquires regarding budget received and responded to within 48 hours			50	

B. Program Description: Financial Accounting & Reporting

The Town Accountant is established under Massachusetts General Laws to pay bills and keep the legal accounting records of the Town. Appointment is made by the Board of Selectmen triennially. This office functions as the legal financial record keeper and bill payer. The Department of Revenue works closely with the Town Accountant to ensure that laws are followed and all reporting is timely. This office proves cash, accounts receivable, and debt service with the Treasurer periodically to ensure that the systems in place are protecting the resources of the Town of Belmont.

1. Goals

- a. To provide accurate and timely financial reporting information
- b. To ensure that Accounting books and Treasurer detail are in balance
- c. To make timely adjustments when needed so that departments have accurate data

2. Program Outcomes

- a. Percentage of time that draft of the year end statements are available within six weeks of last bill warrant paid

TOWN OF BELMONT FY2012 NARRATIVE – FINANCE & ACCOUNTING

- b. Percentage of time Schedule A and free cash available by mid September
- c. Percentage of departmental corrections completed within 2 working days
- d. Percentage of time Accounting and Treasurer out of balance for Cash or Receivables monthly

3. Detailed description

Audit We fall under federal regulations (communities receiving over \$500,000 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 \$3.2M 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 accounting rules for government 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 made 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 biennially works on the actuarial study to identify the post employment benefit liability for the community.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	.8	.8	.8	.8
2. Department Expenditures		\$69,311	\$69,311	\$77,589
OUTPUTS				
Number of departments expenditure statements amended within 48 hours			15	
Number of Treasurer receivable accounts proofed for balance with Accounting within one week of month end statements			25	
Number of balance sheet statement audited within 5 days of month end close			37	

TOWN OF BELMONT FY2012 NARRATIVE – FINANCE & ACCOUNTING

C. Program Description: Accounts Payable & Procurement oversight

1. Goals

1. To pay bills in an efficient and timely manner
2. To ensure vendor name, address, and account number matches database
3. To review and confirm policies and procedures of bidding and contracts have been followed

2. Program Outcomes

1. Percentage of vendors paid within 30 days
2. Percentage of bids and contracts issued within 30 days
3. Percentage of new vendors identified with 30 days

3. Detailed Description

Some examples of 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.

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.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	.8	.8	.8	.8
2. Department Expenditures		\$51,381	\$50,779	\$50,779
OUTPUTS				
Number of town invoices processed within 5 days	12,405		12,000	12,000
Number of vendors added or changed per week			20	
Number invoices from school and light department reviewed for payment within 5 days	9,438		9,000	9,000

TOWN OF BELMONT FY2012 NARRATIVE – FINANCE & ACCOUNTING

D. Other

An overview of functions not included in table is:

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.

V. Innovations

The addition of a Budget Analyst in the fall of 2010 has allowed for this department to facilitate the beginning steps of implementation of Performance Management. In the prior fiscal year (FY11) we had introduced some charts showing a summary of staffing, budgets and some key measures of productivity. The FY12 budget will take this to a new level.

VI. Opportunities and Issues for FY2012

Performance Management is an opportunity for the community to measure the success for each department. It is my hope that everyone in government and the community shares in this goal. The Warrant Committee goal of providing more information and data by program was the original motivation for this move.

VII. Challenges

FY12 this office will implement the financial processes and procedures for the Community Preservation Act (CPA). This is something new to the community and will require an additional layer of coordination, budgeting, and accounting.

TOWN OF BELMONT FY2012 NARRATIVE – FINANCE & ACCOUNTING

Belmont Retirement System

There are two components of the Retirement budget. The first and by far the largest is the assessment for the Belmont Retirement System. The second component is for the Non-Contributory Retirement portion of the Retirement budget, which pertains to retirees that worked for the Town prior to 1937 and had Veteran's status. The apportioned pension continues for surviving spouses. There is one surviving spouse on this payroll.

The Belmont Retirement System is an autonomous multiple employer retirement system established under Chapter 32 of the MGL and is a member of the Massachusetts Contributory Retirement System. The System provides pension benefits for participating employees of the Town of Belmont and the Belmont Housing Authority.

The System is a contributory defined benefit plan covering all permanent full time employees working more than 25 hours per week immediately upon commencement of employment. Those employees who serve in the Town's School Department in a teaching capacity are members of the Commonwealth of Massachusetts Teachers Retirement System and do not participate in the System. The Teachers Retirement System cost is borne entirely by the state. School Professional Aides, Secretaries and Custodians become members of the Town of Belmont Retirement System.

Benefit payments are based upon a member's age, length of creditable service, level of compensation and group classification. The System provides for retirement allowance benefits up to a maximum of 80% of the member's highest three year average annual rate of regular compensation.

Members joining the System after January 1, 1979 are subject to a cap of \$30,000 on the level of compensation upon which their benefit is calculated. This cap was removed effective July 1, 1991. Employees hired after January 1, 1979 must pay an additional 2% on all earnings over \$30,000. The average annual payment for Belmont Retirement System pensioners is \$24,398. Cost of Living increases are capped at \$360 annually or 3% of the first \$12,000 annual retirement allowance. Some members receive less.

Members become vested after ten years of creditable service. A retirement allowance may be received upon reaching the age of 65 or upon attaining 20 years of service. The System provides for early retirement at age 55 if the participant (1) has a record of ten years of creditable service, (2) voluntarily left Town employment on or after January 1, 1978, and (3) left accumulated annuity deductions in the fund.

Also, members in service before January 1, 1978, who are age 55 or over, and remain members of the system are eligible to receive a superannuation retirement allowance regardless of how many years of creditable service he/she has completed.

Active members contribute between 5% and 11% of the gross regular compensation depending on the employee's membership date.

A retirement allowance has two parts: an annuity and a pension. A member's accumulated total deductions and a portion of the interest they generate constitute the annuity. The difference between the total retirement benefit and the annuity is the pension.

The pension portion of any retirement benefit is paid from the pension fund of the system. Employers must annually appropriate and contribute current year pension payments as determined by the Public Employee Retirement Administration Commission's (PERAC) Actuary.

Members who become permanently and totally disabled for further duty may be eligible to receive a disability retirement allowance. The amount of benefits to be received in such cases is dependent

TOWN OF BELMONT FY2012 NARRATIVE – FINANCE & ACCOUNTING

upon several factors, including whether or not the disability is work related, the member's age, years of creditable service, level of compensation, Veteran's status and group classification.

Survivor benefits are extended to eligible beneficiaries of members whose death occurs prior to or following retirement.

The Retirement Board will continue to make the best investment decisions possible using professional investment and management advisors. This involves increasing the value of the portfolio at the same time that we work to mitigate the risk.

The Retirement Administrator counsels active employees as needed to provide information about available retirement options and the value of their pension.

TOWN OF BELMONT FY2012 NARRATIVE – TREASURER & COLLECTOR

TREASURER'S DEPARTMENT

I. Overview

Program Responsibilities: The department has three primary responsibilities:

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

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

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

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

Budget: The FY2012 budget will be approximately \$565,232 which will include 39% Treasury Management, 48% Collection, and 13% Parking.

Program outcomes/performance indicators:

1. Maximize investment income to exceed revenue budget.
2. Increase payroll direct deposit.
3. 100% collections or secured tax lien FY2009 by 12-31-10 and FY2010 by 12-31-11:

	<u>Issued</u>		<u>Outstanding</u>	
	<u>2009</u>	<u>2010</u>	<u>2009</u>	<u>2010</u>
• # of outstanding RE Tax receivables	8,037	8,080	1	63
• # of outstanding PP Tax receivables	565	560	49	54
• # of outstanding Excise Tax receivables	19,959	20,679	217	536

Note: Water, Sewer and Light unpaid bills as of 6-30 still open on 11-15 transferred to Treasurer's Department for Collection.

4. Parking ticket 90% collections FY2009 by 12-31-10 and FY2010 by 12-31-11:

	<u>2011 EST</u>	<u>2010</u>	<u>2009</u>
• # of issued tickets	7,500	7,516	8,140
• # of open tickets	-	1,551	924
• %	-	79	89

TOWN OF BELMONT FY2012 NARRATIVE – TREASURER & COLLECTOR

II. Department Budget by function

FY 12	Salaries	Benefits	Other Expenses	Total
Treasury Management	\$185,682	17,376	17,863	\$220,921
Collections	\$175,354	16,409	81,317	\$273,080
Parking	\$28,802	2,429	40,000	\$71,231
Total	\$389,838	\$36,214	\$139,180	\$565,232

III. Staffing and Structure

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

		Years of service
Floyd Carman	Treasurer – Management*	5
Daniel Boccia	Assistant Treasurer	26
Mary Ehler	Payroll Clerk	13
Michael Trainor	Real Estate Clerk	3
Richard Arria	Excise Clerk, Parking, Cashier	1
Cindy Papa	AP, Parking, Cashier	1
Iwona Gosz	Admin. Asst., Payroll, Parking, Cashier	5
Kevin Hayes	Part time – Miscellaneous projects	5

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

I am anticipating some turnover during CY2011 but our cross training will help temper any lost productivity.

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

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

FY 12	Management	Other	Clerical	Total
Treasury Management	0.75	0.25	2.60	3.60
Collections	0.20	0.70	2.50	3.40
Parking	0.05	0.05	0.40	0.50
Total	1.00	1.00	5.50	7.50

TOWN OF BELMONT FY2012 NARRATIVE – TREASURER & COLLECTOR

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

A. Program Description: Treasury Management

1. Goals:

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

2. Program outcome

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

3. Detailed description

The principal duties of the treasurer are stated in M.G.L. Ch.41, Sec.35 & 36.

There are many statutory references to the treasurer in the General Laws and guidelines established by the Department of Revenue.

4. Input/Output measures:

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	3.60	3.60	3.60	3.60
2. Department Expenditures	197,401	220,064	220,064	220,921
OUTPUTS				
Number of Payroll Checks	8,989	8,800	8,800	8,700
Number of Direct Deposits	27,542	27,731	27,731	27,900
Number of Accounts Payable Checks	11,792	11,792	11,792	11,800

Note: 85% of full time staff on direct deposit.

TOWN OF BELMONT FY2012 NARRATIVE – TREASURER & COLLECTOR

B. Program Description: Collection

1. Goals

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

	<u>2010</u>	<u>2011</u>	<u>2012</u>	
• Real Estate	\$63.5m	\$66.5m	\$69.5m	(100%)
• Personal Property	.5	.5	.5	(90%)
• Excise	2.5	2.5	2.5	(99%)

2. Program Outcome

- 100% collection and secure tax lien.

3. Description of function

The principal duties and authority of the Tax Collector are stated in M.G.L. Ch.41, Sec.38A.

4. Input/Output Measures:

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	3.40	3.40	3.40	3.40
2. Department Expenditures	241,379	269,090	269,090	273,080
OUTPUTS				
Number of Real Estate Taxes (quarterly)	32,320	32,400	32,400	32,400
Number of Personal Property Taxes (quarterly)	2,240	2,250	2,250	2,250
Number of Excise Taxes (annually)	20,679	20,700	20,700	20,700

C. Program Description: Parking

1. Goals:

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

TOWN OF BELMONT FY2012 NARRATIVE – TREASURER & COLLECTOR

2. Program Outcomes:

Parking Tickets (CY)	<u>Issued</u>	<u>Open</u>	<u>%</u>
2011 (est.)	7,500	-	-
2010	7,516	1,551	79
2009	8,140	924	89

3. Description of function:

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

4. Input/Output Measurers:

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	.50	.50	.50	.50
2. Department Expenditures	60,970	67,969	67,969	71,231
OUTPUTS				
Number of Parking Tickets Issued	7,516	7,600	7,600	7,650

V. Opportunities/ Challenges/ Innovation/ Strengths

1. Opportunities:

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

Potential:

- a. Investigate changing quarterly RE Tax billing from four (4) mailings to two (2) mailings.
- b. Investigate issuing paperless tax bills. Under the FY2010 Patrick Partnership Legislation communities were granted permission to issue paperless tax bills.

2. Challenges:

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

3. Innovation: N/A

TOWN OF BELMONT FY2012 NARRATIVE – TREASURER & COLLECTOR

4. Strengths:

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

TOWN OF BELMONT FY2012 NARRATIVE – TREASURER & COLLECTOR

TOWN OF BELMONT FY2012 NARRATIVE – POLICE 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.

I. Overview

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

Program Responsibilities:

Administration Division/Program: 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 “Policy 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.

Patrol Division / Program: The Patrol Division is the primary uniformed division of the department and is responsible for handling the majority of the calls for service, which operates on a 24/7 coverage 365 days a year. Currently, 35 of the budgeted 46 sworn police officer positions within the department are assigned to this division.

Detective Division / Program: The Detective Division is responsible for all follow-up investigations, processing of any crime scenes or other special criminal investigative situations or circumstances, along with processing and issuing of all gun permits. Also, within the division is the department’s court liaison, who is responsible for all matters involving court prosecution and evidence handling and control. The Detectives assigned to the division handle matters involving juveniles, the Sex Offender Registry, High Risk Domestic Violence cases and investigations involving controlled substances. All members within the Division are also certified Sexual Assault Investigators.

Traffic Division / Program: The Traffic Division is responsible for overseeing and managing any traffic or parking matters or concern that may arise and need to be resolved within the community, along with investigating major accidents or fatalities. Also under the Traffic Division’s umbrella are the 17 School Crossing Guards.

Records Division / Program: The Records Division is responsible for maintaining all traffic related reports, police incident reports, arrest information, parking tickets and permits, citations and any paperwork that would be needed at court or by use of the public.

Community Services Division / Program: The Community Services Division is responsible for providing such programs as the DARE Program to the Middle School 5th graders, Citizens Police Academy, Crime Prevention Strategies to the community, along with scheduling and coordinating all training needs of the department. Also through this Division / Program all inquires from the media are handled along with all press releases. The department’s Technical Services, Building Operations and Vehicle Fleet Maintenance Coordinator is also assigned out of this division.

TOWN OF BELMONT FY2012 NARRATIVE – POLICE DEPARTMENT

Joint Public Safety Communications Division / Program: 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 coordinating the response of the Emergency Medical System, through the use of telephones, cell phones, radio or computer systems. Within this division the alarm monitoring and billing system are managed along with the Town wide notification system. This division also receives the telephone calls for all other departments within the Town after normal business hours.

Staffing: Presently the department has a total of 111 personnel, who provide a function within the department to the community, which include full time, part time, specials, auxiliaries and volunteers. This total number reflects the loss of two full time sworn police officer positions, which occurred as a result of the FY 11 budget reduction. Over the last calendar year the department received and processed over 21,000 calls for service.

Administration Division / Program:
2 – Sworn Police Officers, 1 - Civilian

Patrol Division / Program:
35 – Sworn Police Officers

Detective Division / Program:
5 – Sworn Police Officers

Traffic Division / Program:
2 – Sworn Police Officers, 20 - Civilians

Records Division / Program:
2 - Civilians

Community Services Division /Program:
2 – Sworn Police Officers, 1 – Civilian, 26 – Special & Auxiliary Officers

Joint Public Safety Communications Division / Program:
10 – Civilians , 5 – On-Call Per Diem Civilians

*** Department Organizational Chart Attached**

Budget: The Level Dollar Budget for the Police Department for FY 12 is \$6,178,078.00, the percentage breakdown of the budget for each division / program is as follows:

Administration Division / Program:	6%
Patrol Division / Program:	61%
Detective Division / Program:	7.5%
Traffic Division / Program:	7%
Records Division / Program:	1.5%
Community Services Division /Program:	4%
Joint Public Safety Communications Division / Program:	13%

TOWN OF BELMONT FY2012 NARRATIVE – POLICE DEPARTMENT

Program outcomes / performance indicators

The police department has seven different programs that are being measured as a result of efficiency, effectiveness, and productivity. We look forward to serving the community on a daily basis and improving how well we conduct business throughout the Town of Belmont

II. Department Budget by function

FY12	Salaries	Benefits*	Other Expenses	Total
Administration	306,933.00	25,940.00	50,336.00	383,209.00
Patrol	2,402,314.00	519,506.00	959,587.00	3,881,407.00
Detective	381,901.00	6,140.00	57,136.00	445,177.00
Traffic	169,994.00	35,879.00	233,288.00	439,161.00
Records	73,811.00	1,167.00	8,206.00	83,184.00
Community Service	201,244.00	12,501.00	40,833.00	254,578.00
Joint Public	464,323.00	115,979.00	242,024.00	822,472.00
Total	4,000,666.00	717,112.00	1,591,410.00	6,309,188

* Benefits within the table include Health Insurance, Workers Comp, Life Insurance and Medicare.

III. Staffing and Structure

The department is presently budgeted for 46 sworn police officer positions, but over the last 10 years the number of sworn police officer positions lost to budget reductions has been 10, an average of 1 per year, which translates into an 18% decrease in sworn police officers for the Department and ultimately for the community. As noted earlier, the present budget cycle is budgeted for 46 sworn police officer positions. In actuality, due to a number of circumstances, we have been operating with a work force of 39 sworn police officers. The reasons for the difference in the number of positions working is three members fulfilling their military duties, two members retired, one member transferred to Cambridge Police Department and one member has been out sick long term due to an off-duty injury. With this type of trend in reducing the number of sworn police officer positions, it is extremely difficult to continue providing the level of service and programs that we feel the community has come to expect and deserve.

TOWN OF BELMONT FY2012 NARRATIVE – POLICE DEPARTMENT

FTE	Mgmt	Other	Clerical	Aux	Total
Admin	2	0	1		3
Patrol	5	30			35
Detective	0.75	4.25	0		5
Traffic	0.5	11.5	0		12
Records			2		2
Community Service	0.75	2	0.25	*26	3
Joint Comm.	0.75	9.25		*5	10
Total FTE's	9.75	57	3.25		70
*Volunteers & Per Diem				*31	
Total Department Personnel					111

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

A. Program Description: Administration Division

1. Goal

- a. To update policies and procedures in order to work towards meeting accreditation standards

2. Program Outcome

- a. Issued 4 in FY 10, estimate to issue 12 in FY 11, with a projected estimate for FY 12 of 12 policy & procedures updated

3. Description of Function

The reason why the policies and procedures are updated regularly are to keep them current with the changing times and legal requirements.

B. Program Description: Patrol Division

1. Goal

- a. To maintain a response time to selected incidents of 3:15 minutes or better.

TOWN OF BELMONT FY2012 NARRATIVE – POLICE DEPARTMENT

2. Program Outcome

- a. Response time to selected incidents for FY 10, 2,666 incidents, average response time of 3:01, for FY 11 estimate of 2795 selected incidents, average response time of 2:54, Projected FY 12 estimate of 2920 selected incidents, average response time of 2:55

3. Description of function

The community and residents will be better served by the department.

C. Program Description: Detective Division

1. Goal

- a. To close more cases / investigations.

2. Program Outcome

- a. For FY 10 there were 998 cases activated, opened 504 cases, 494 cases closed, For FY 11, it is estimated that 1000 cases will be activated, estimated that there will be 475 opened cases, an estimate that there will be 525 cases closed, For FY 12 there is a projected estimate that there will be 1000 cases activated, an estimate of 475 opened cases, an estimate of 525 cases closed

3. Description of function

The end result would be more cases closed.

D. Program Description: Traffic Division

1. Goal

- a. To respond to the needs of the community in relation to traffic issues or concerns.

2. Program Outcome

- a. For FY 10, there were 1588 requests for service to the Traffic Division, for FY 11 the estimate for requests for service to the Traffic Division is 1951, and the projected estimate for FY 12 for requests for service to the Traffic Division is 2100

3. Description of function

This function is performed to best manage traffic issues or concerns that impact the community.

TOWN OF BELMONT FY2012 NARRATIVE – POLICE DEPARTMENT

E. Program Description: Records Division

1. Goal

- a. To respond to the needs of the community in reference to public information requests

2. Program Outcome

- a. For FY 10, the total public information requests were 369, for FY 11 the estimate for public information requests is 729, for FY 12 the projected estimate for public information requests is 729

3. Description of function

- a. This function is performed to provide the information that the public / community is requesting.

F. Program Description: Community Services Division

1. Goal

- a. To have Department Personnel Trained and Updated on the current legal changes and also other changes within the law enforcement field.

2. Program Outcome

- a. For FY 10 department personnel attended 3,352 hours of training, the estimated hours of training that will be attended by department personnel for FY 11 is 3,460, and the projected number of hours of training for department personnel for FY 12 is 3,360.

3. Description of Function

This function is performed so that we can keep our personnel trained and up to date with any changes that have occurred.

G. Program Description: Public Safety Joint Communications Division

1. Goal

- a. Maintain present staffing levels to be able to handle 25,000 calls for service a year

2. Program Outcome

- a. For FY 10, 23,181 calls for service were received and processed through communications, for FY 11 an estimate there will be 23,500 calls for service received and processed, for FY 12 there is a projected estimate there will be 24,000 calls for service received and processed.

TOWN OF BELMONT FY2012 NARRATIVE – POLICE DEPARTMENT

3. Description of Function

This function is performed to be able to maintain the call volume and service level to properly serve the community.

4. Input/output Measures

INPUTS	Actual FY 10	Estimated FY 11	Projected FY 12
1. Number of Sworn Police Officer Positions	48	46	46
OUTPUTS			
Administration Program: Number of "Policy & Procedures Issued"	4	12	12
Number of Regional Meetings Attended by the Chief	49	54	60
Patrol Program: Number of Responses to Domestic Violence Calls;	88	98	103
Detective Program: Number of Firearm Licenses Processed	46	50	55
Number of Cases Investigated	998	1000	1000
Traffic Programs: Number of Requests for Information	1588	1951	2100
Records Program: Number of records request	369	729	729
Community Services Program: Number of Officer Training Hours	3,352	3,460	3,360
Number of Students Attended DARE Training	300	330	350
Joint Communications Program: Number of Calls for Service	23,181	23,500	24,000
Average Response Time to Number of Selected Incidents	3:01 2666	2:54 2795	2:55 2920

TOWN OF BELMONT FY2012 NARRATIVE – POLICE DEPARTMENT

V. Innovation.

The Police Department continues striving to enhance our Community Policing Initiative Program, which helps to identify and resolve "Quality of Life Issues" within our community. This is accomplished through a collaborative effort, between the residents, the public at large and department personnel. In order to better inform the public of what the Police Department is all about, the department reinstated the "Citizens Police Academy Program", after not being offered in over 10 years. In order to better learn what the residents feel about their Police Department, the department sent out a Citizen Survey to a number of residents which was designed to gather information on a number of subject areas. The overall response to the survey from the residents was positive towards the department and the services that are provided. The community and Department continue to receive a huge benefit in the resource and the service that is provided by our Auxiliary Police Unit, currently the group has provided 3400 collective hours to the community, which translates into a substantial cost savings to the Town. The Department is looking to secure through a grant, License Plate Reader equipment, which will enhance our capabilities and allow the department to be more efficient in conducting traffic and parking enforcement.

VI. Opportunities.

If presented with the opportunity, due to additional funding being made available, the department would restore the Police Officer positions which were previously cut. Such as the SRO (School Resource Officer) at Belmont High School, also the Officer assigned to the Traffic Division.

VII. Challenges.

A significant challenge would be, if there were any further reduction in the Level Dollar Budget or any further cuts in the number of sworn police officer positions. This would create a very negative impact on the department which would translate throughout the department in many different ways, such as low morale, officers transferring to other police departments or other law enforcement agencies, officers being required to work more hours and ultimately a lower level of service provided to the community.

TOWN OF BELMONT FY2012 NARRATIVE – POLICE DEPARTMENT

TOWN OF BELMONT FY2012 NARRATIVE – FIRE DEPARTMENT

Fire

I. Overview

Program responsibilities. The Fire Department is divided into three programmatic budget areas. The Department's primary responsibility is providing emergency response to Town residents. Even though the Department is segregated into three budget functions there are four primary functions of the Department. The first function and the primary mission of the Fire Department Fire Suppression is to prevent the spread of fire¹. Included in this function is the response to calls that are likely to cause fire. Our second mission is Fire Prevention. If one can prevent a fire from occurring it has a direct impact on the core mission. The third responsibility is to provide Rescue Services to the Town². Lastly, is the response to Service Calls. This last category is one that although on the surface may look like a large amount of workload it has a minor impact on the operating budget as these calls are done on the margin.

Administration (budget category)

The Administration part of the budget is one of the areas that could be apportioned to the other function areas. To try and apportion this area with any accuracy would take a considerable amount of personal time. In general the Department's Administration takes care of all budgetary, personnel and supervision of the Department and each of its respective functions.

Fire Prevention

The Fire Prevention Bureau (FPB) provides the second core function of the Department. The FPB has four subcategories of inspection, permits, plan review and education. The FPB oversees the systematic inspection program of commercial establishments, schools, institutions, as well as residential occupancies. As part of this effort, the Bureau reviews applications and issues permits requiring that all hazardous work done in Town, including the removal of underground storage tanks, is in accordance with Massachusetts Fire Prevention Laws and Regulations. The Fire Prevention Bureau reviews building plans, propane installations, oil-burning equipment installations, fire protection systems, and blasting plans for code compliance. The FPB is also responsible for the oversight of the Students Awareness of Fire Educations (SAFE) program³.

Fire Suppression:

The Fire Suppression activities are the Department's core (primary) function. To provide this function is the most labor intensive activity the Department conducts⁴. The Department must maintain the critical balance of having enough staff to handle an initial response with the budget constraints. When not responding to fires or fire related calls the crews use the down time to train conduct in-service inspections and perform maintenance.

Rescue Services:

The Fire Department's third primary function is to provide Rescue Service to the residents of Belmont. The majority of the calls in this function are Emergency Medical Service (EMS) calls. The Department operates a Basic Life Support (BLS) ambulance and contracts the Advanced Life Support (ALS) services with a private vendor. Costs associated by either program or by function do not accurately reflect the

¹ The primary duty and function of a municipal fire department is to prevent the spread of fire. The duty is owed to the general population and not the specific individual(s) that have a fire. However, one of the most effective measures to keep the fire from spreading is to extinguish the fire as soon as possible.

² A rescue service is a broad category that contains medical transport calls, medical assistance calls, and extrication.

³ SAFE program is 100% funded by State Grants and local gifts.

⁴ Even with the current allocation of personnel the Town is not meeting nationally recognized standards.

TOWN OF BELMONT FY2012 NARRATIVE – FIRE DEPARTMENT

costs to provide Rescue Services to the Town. The Rescue Services is a service the Town provides at a significantly reduced cost. The majority of the costs (personnel) are carried under the Fire Suppression program and the true cost of the Rescue Services is the “delta” for the increased program costs.

The Fire Department has 51 EMTs who are recertified every two years in order to provide basic life support while on Emergency Medical responses. The Department conducts required and optional training that exceeds both State and Federal guidelines. This training allows the Department to provide “enhanced” basic life support services. The Fire Department assists other first responder organizations as needed to enhance the EMS response to people in need. The Department also works with other Town Department's that provide different levels of EMS to aid them in their mission ultimately make patient care the number one priority.

Service Calls

Our fourth function is to respond to Service Calls. Many of these calls result from the person needing assistance and don't know who else to call. If the call is not classified as a hazard, the calls are triaged and the on duty crews are able to respond to emergency calls on a priority basis. Many of the Service Calls are conducting without additional expense to the Town.

Lastly, the Fire Department has a great relationship with all of the other Town Departments and works with them in support of their missions.

Staffing:

The Fire Department has 55.49 Full-Time Equivalent (FTE). 5.49 FTEs are assigned to Administration/Fire Prevention and the remaining 50 FTEs are uniformed personnel assigned to Fire Suppression and Rescue Services. There is no specific allocation of the Fire Suppression and Rescue Services staffing.

Budget: Total Fire Budget: \$5,146,560- Fire Administration/Fire Prevention- 11.4%, Fire Suppression- 85.3%, and Emergency Medical Services- 3.3%. A “Level Service Budget” for FY-2012 is approximately a 1% increase over the FY-2011 budget

Program outcomes & Performance Indicators:

The workload of the Department is relatively flat. There has been a modest increase in 2010 year to date over 2008 and 2009 of 9% and 13% respectively. Using the average of past few years' experience it is anticipated that the overall call volume will drop about 7%. There is the potential in future budget years for call volume increase with the possible development proposed around the Town.

II. Department budget

The charts below represent the budget programs broken out by “program” and by “function”. Benefits are calculated on a percentage basis per the Collective Bargaining Agreement and by figures supplied by the Town Accountant.⁵

⁵ Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers comp, and the town's Medicare match. Town employees are not covered under Social Security.

TOWN OF BELMONT FY2012 NARRATIVE – FIRE DEPARTMENT

The “Other cost” component varies by function and program. These accounts are used to support the Missions of each Program area. These accounts are for materials, services, and small capital items. Other Costs represent approximately 4.6% of the Fire Department Budget.

Neither of the charts below are a true or an accurate reflection of the breakdown or the actual costs and are included as part of the budget exercise. The data is not available to accurately breakdown function cost given the difference in work load, labor requirements and those services that are accomplished under the staffing required for the primary function of Fire Suppression.

Program Budget Breakout

FY12	Salaries	Benefits	Other costs	Total
Fire Administration	\$466,135	\$68,763	\$51,790	\$586,688
Fire Suppression	\$3,583,445	\$658,157	\$149,550	\$4,391,152
Rescue Services	\$133,100	\$0	\$35,620	\$168,720
Total	\$4,182,680	\$726,920	\$236,960	\$5,146,560

Function Budget Breakout

FY 12	Salaries	Benefits	Other costs	Total
Fire Suppression	\$923,117	\$160,431	\$52,297	\$1,135,846
Fire Prevention	\$475,152	\$82,578	\$26,919	\$584,649
Rescue Services	\$1,975,898	\$343,397	\$111,940	\$2,431,235
Service Calls	\$812,694.72	\$141,240.56	\$46,041.33	\$999,977
Total	\$4,186,862	\$726,920	\$236,960	\$5,146,560

III. Staffing and Structure

The Fire Department has 50 full-time uniformed employees working in Fire Suppression and 5.49 employees (one part-time) working in Fire Administration/Fire Prevention. Our part-time employee works year-round and provides administrative help to the Fire Prevention Office and Training Division.

Management consists of the Fire Chief and Assistant Fire Chief. Clerical is represented by one full time position of Administrative Assistant and one part-time position of Administrative Secretary⁶.

FY 12	Management	Suppression	Clerical	Total
Administration/Fire Prevention	2	2	1.49	5.49
Suppression/Rescue		50	0	50
Total	2	52	1.49	55.49

⁶ Our part-time employee works year-round and provides administrative help to the Fire Prevention Office and Training Division

TOWN OF BELMONT FY2012 NARRATIVE – FIRE DEPARTMENT

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

C. Program Description: Fire Prevention

3. Goals:

- a. To improve Permitting efficiency
- b. To expand Community Fire Prevention Education

4. Program Outcomes:

- a. Consolidated permitting process with other Town Departments.
- b. Expand SAFE education outreach

5. Detailed description:

The Fire Prevention Division is in charge of enforcing the Fire Prevention Regulations and Laws of the Commonwealth of Massachusetts. This entails; performing and overseeing the regular inspections and fire drills of those occupancies regulated under the regulations; reviewing and issuing permits for oil burner and tank installations; propane installations; fire protection systems; conducting inspections for compliance with the Massachusetts smoke detector and carbon monoxide laws concerning home sales; building plan review; blasting plan review and blasting oversight. The Fire Prevention Division also investigates reports of fire hazards, hazardous situations and inquiries concerning Fire Department access. As one can see there is a lot of time involved with the permitting process. The Department needs to expand its outreach into the Community it is hoped that with efficiencies gained in the permitting process will allow additional time for outreach.

6. Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
3. Number of Employees	5.49	5.49	5.49	5.49
4. Department Expenditures	\$553,640	\$593,128	\$599,041	\$586,688
<i>Numbers are from the total Fire Administration Program</i>				
OUTPUTS				
Number of permits	556	577	587*	600
Number of inspections.	700	673	\$40,000	690
Revenue	\$47,000	\$19,425		\$40,000
<i>Italicized are calendar year figures</i>				

TOWN OF BELMONT FY2012 NARRATIVE – FIRE DEPARTMENT

D. Program Description: Fire Suppression--

The Fire Suppression Division provides emergency response to the Town of Belmont for; fire emergencies, Emergency Medical Services, hazardous situations, natural disasters, and other general calls for assistance. In addition to emergency responses, Fire Suppression personnel conduct inspections and fire drills in conjunction with the Fire Prevention Bureau. Fire Suppression personnel also participate in regular on-going training in conjunction with the Training Division, neighboring Fire Departments and the Mass Fire Academy.

1) Goals

- a) To comply with National Fire Protection Association (NFPA) 1710⁷
- b) To restore two currently vacated positions

2) Program Outcomes

- a) Increase funding by 41% (2.1 million) to allow minimum on duty staffing of 17
- b) Use for automatic aid 100% of the time from neighboring communities for all fire Calls
- c) Increase funding by 3% (150K) to restore vacant positions.

3) Detailed description

The Fire Suppression Division is where the greatest amount of financial resources is directed. This is the most visible part of the Department. When residents call for help these are the primary responders to respond to their call for service. The Fire Suppression Division also provides the Rescue Services for the Town.

In addition to the very visible work activities this Division works with the Fire Prevention Office to conduct in-service inspections on public and private institutions. They must document these inspections for historical record keeping purposes and to forward to the Fire Prevention Office for compliance. The Fire Suppression Division also conducts all fire drills for public and private facilities. Lastly the Fire Suppression Division provides an important Public Education component. While out in the community and when visitors stop by the stations the Fire Suppression forces answer questions and provide vital Fire Prevention Education that would otherwise not be provided. These functions provide the Fire Prevention Office with additional resources without additional cost.

The Fire Suppression Division is also involved in training. The training comes from a variety of sources and is vital to keeping the firefighters knowledgeable. Training is managed by the Training Division. The Fire Suppression Division conducts & receives training from a variety of sources. The mix of training using

⁷ NFPA 1710 requires 17 personnel at a fire incident within 8 minutes of a call our current level of staffing allows for only 11 personnel.

TOWN OF BELMONT FY2012 NARRATIVE – FIRE DEPARTMENT

both internal and external sources promotes a diverse system with checks and balances. Again this is an area that is not seen by the average resident but is ongoing throughout the year.

Last is the Fire Suppression Divisions work with required records and documentation. The Fire Suppression Division is required to maintain accurate daily work records, document incidents to meet State and Federal Regulations and to document other events as required...

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
3. Number of Employees	52	50	50	50
4. Department Expenditure	\$4,124,980	\$4,321,862	\$4,326,125	\$4,391,152
5. Responding Apparatus	5	5	5	5
OUTPUTS				
1. Number of non-medical emergency responses.	1320 <i>2009 actual</i>	1672* <i>*As of 12-27-10</i>	1685	1474

C. Program Description: Rescue Services

1. GOAL

- a) Establish ALS.

2. Program Outcomes

- a) Increase Paramedic staffing by 25 % through attrition.
- b) Increase Paramedic Staffing by 25% through restoration of positions (see Fire Suppression)

3. Detailed Description

The Fire Department staffing includes 51 EMTs who are recertified every two years in order to provide basic life support while on Emergency Medical responses. The Department conducts required and optional training that exceeds both State and Federal guidelines. This training allows the Department to provide "enhanced" basic life support services, such as Epinephrine administration, aspirin administration, and Nebulizer treatments.

TOWN OF BELMONT FY2012 NARRATIVE – FIRE DEPARTMENT

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
3. Number of Employees	0	0	0	0
4. Department Expenditures	\$158,153	\$179,740	\$167,550	\$168,720
OUTPUTS				
Transports Total BLS/ALS	1240	1250	1250	1250
Non-transport medical call	445	450	450	450
Revenue	\$361,882	\$360,000	\$400,000	\$560,000

V. Innovations

In the past year we have explored what opportunities we have to use our current National Fire Incident Records System software in tracking more of our daily functions. We have expanded the tracking to include inspections, training classes, and vehicle maintenance. This tool will allow us to more accurately track Department Functions and activities in the upcoming budget years.

VI. Opportunities and Issues for FY2012

For the last few years the Fire Department has been investigating the option of upgrading our EMS services to the Advanced Life Support level. The Board of Selectmen appointed a committee to investigate, and we are still awaiting the final report of this committee. The revenue stream and improved level of service by going this route is worth the research.

Secondly the Department is looking at restructuring its ambulance rate structure to enhance the revenue for the Town. Although this process will commence in FY2011, with a presentation to the Board of Selectmen, the full impact will be felt in 2012.

The Department is embarking on a long term strategic plan. As part of this strategic plan the Department will need to look at succession planning. Although our plan reaches far beyond FY-2012 the first steps must be taken in FY-2012.

The other issue that has been hanging without direction is the desire or need to seriously look at regionalization of the fire service. The first steps in this endeavor have taken place with the recent MAPC study on regional dispatch. Whether the regional effort is large or small there will be better service to the residents of the Town through a better equipped, trained and on duty force to respond to their emergency.

TOWN OF BELMONT FY2012 NARRATIVE – FIRE DEPARTMENT

VII. Challenges

The Department faces a number of challenges in the future. The most pressing one is a prospect of a less than level service budget. The Department is able to sustain its staffing level in a "Level Funded" budget. This is only accomplished by drastically reducing the all supply and maintenance accounts.

The greatest challenge facing the Belmont Fire Department and most similar communities is the fact through aggressive fire prevention codes and buildings codes there are fewer fires. Today's fires are either very minor or discovered in their incipient stages through the use of smoke detectors or there is a delay in the notification and it becomes a major fire. The challenge is each community must maintain a response force to respond to such emergencies regardless of their frequency.

TOWN OF BELMONT FY2012 NARRATIVE – FIRE DEPARTMENT

Emergency Management

I. Overview

Program responsibilities. The Emergency Management Agency is a mandated function at the State and Federal levels.

The Belmont Emergency Management Agency is responsible for planning, training, compliance and mitigation in relation to disaster planning and Homeland Security. While we are not necessarily a response agency, we do provide management and coordination at incidents as well as act as liaisons to the State and Federal partners.

Staffing: The Emergency Management Agency consists of two part time staff, a Director and an Assistant Director. The Emergency Management Agency plays an active role within the Town of Belmont Emergency Planning Group and our services are augmented by a team of volunteers.

Budget: The FY2011 budget was approximately \$21,000

Program outcomes/performance indicators: The department's performance indicators are primarily compliance. Unless the Town meets or exceeds basic reporting, training and testing criteria State and Federal funding we become ineligible for funding. In FY11, due in whole to our compliance with Homeland Security regulations, the Town received a grant of ~\$17,000. These funds were used to purchase a second sign board used to display critical information on our roadways (the light boards you see with the police department logo). Additionally, due to further compliance, the Community Citizen Corps Team received a grant of \$1,500 and the Emergency Planning Group was just notified of a \$7,000 grant consisting of matching funds for Emergency planning.

TOWN OF BELMONT FY2012 NARRATIVE – FIRE DEPARTMENT

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT

I. Overview

Program Responsibilities: The Office of Community Development has four divisions with the following primary responsibilities:

Administration: Coordinate all divisions within the Office of Community Development, administer and monitor request for proposals, grants, contracts, budgets and reimbursements.

Planning: Provide professional planning services, project related services, and public services to residents, developers, and other property owners.

Engineering Services: Design, review, implement and provide permanent record keeping of infrastructure improvement programs including major road reconstruction and sanitary sewer and storm drain repairs. Provide municipal engineering services.

Inspection Services: Review permit applications and issue building permits and other land use permits. Investigate and follows-up on building code and zoning and general by-law violations. Conduct inspections required for various certificates. Review and issues plumbing and gas permits.

Staffing: The Office of Community Development has 8.97 full time equivalents, eight full time positions and two part-time positions (Conservation Agent and Administrative Assistant). In addition, the department shares a Plumbing and Gas Inspector with the Town of Watertown.

Budget: The total FY 12 projected budget (level service) is \$895,596. The Administrative program accounts for 29% (\$258,588), the Planning program accounts for 29% (256,387), the Engineering program accounts for 16% (\$144,488) and the Inspection Services program accounts for 26% (\$236,133).

Program outcomes/performance indicators: The Administrative and Inspection Services performance indicators are a percentage measure of how successful we are in completing specific tasks. The Engineering Services performance measures are a percentage measure of how we are impacting the overall inventory of infrastructure Community Development is responsible for improving.

II. Department Budget by function

The chart below represents our best estimate of the functional costs for the department. Benefits are allocated by position. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers comp, and the town's Medicare match. Town employees are not covered under Social Security. Overtime has been added as a benefit. The "Other" component is a distribution of the operating budget, based on an estimated percentage breakdown of how each position's time is allocated for each of the four primary functions of the department.

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

FY 12	Salaries	Benefits*	Misc Contracts	Other	Total
Administrative	\$96,600	\$25,210	\$1,836	\$12,879	\$136,524
Engineering	\$181,749	\$52,843	\$2,260	\$19,560	\$256,413
Inspection	\$156,643	\$36,283	\$2,554	\$14,256	\$209,736
Planning	\$205,368	\$19,569	\$600	\$30,850	\$254,287
Plumbing and Gas**	\$36,536	-	-	-	\$36,536
Total	\$676,896	\$133,905	\$7,250	\$77,545	\$895,596
*1 positions are part-time with no benefits					
**Plumbing and Gas inspector is shared with Watertown					

III. Staffing and Structure

The Office of Community Development is comprised of four divisions, Administrative, Planning, Engineering, and Inspection Services. The Director serves as the head of the department as well as the Town Engineer, Inspector of Buildings, and Zoning Enforcement Officer 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 accessibility regulations. 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. A full Planning Division report will follow under separate cover. 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.

The Office of Community Development was created in 1994 as the result of a consolidation of the Building Department and Engineering Department. Engineering staff was trained as building inspectors and two department head positions, the Inspector of Buildings and Town Engineer, were combined into one department Director. The FTEs for both departments totaled eight prior to the consolidation. 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 number would have a detrimental impact on the services provided by the department. This past year we lost an Inspection and Enforcement Officer for four months due to a medical condition and the impact was crippling. The department was able to meet the demands of permitting and project inspection however mandated public building inspections were all but eliminated during this time. Pro-active zoning enforcement was suspended.

This past year we also experienced our busiest engineering season in recent memory (over \$8M in sewer and road work). With major sewer projects in the Winn Brook neighborhood (including many other locations around Belmont), improvements in the Wellington Brook watershed, and pavement management projects around town, the Resident Engineer was barely able to stay on top of all of his responsibilities. Even with private inspectional help on the sewer projects, the day to day challenges of working with residents, acting as liaison between contractors and property owners, and coordinating and scheduling tasks for roadway reconstruction dominated his time. One casualty was our inability to find the

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

time to put together a roadway crack sealing and patching maintenance contract. This work is now scheduled for the spring.

Below is a chart showing how time is broken out amongst departmental staff:

	Administrative	Engineering	Inspection/ Enforcement	Total
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	0.00	0.34	0.00	0.34
Total	1.48	2.24	2.25	5.97

FY 12	Manager	Coordinator	Admin Assist	Total
Planning Services	0.45	0.35	0.15	0.95
Project Services	0.15	0.25	0.1	0.5
Administrative Services	0.3	0.25	0.2	0.75
Public Services	0.1	0.15	0.55	0.8
Total	1	1	1	3

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

A. Program Description: Administration

1. Goals

- a. To administer and monitor request for proposals, grants, contracts, budgets and reimbursements.
- b. To process pay requisitions
- c. To coordinate all divisions within the Office of Community Development.

2. Program Outcome (FY 10)

- a. % of requisitions processed within 10 days – 100%

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

3. Description of Function

The Administrative division is responsible for all bookkeeping related to the departmental budget. Staff monitors the budget informing the department head of potential cost overruns and ensures that no discrepancies exist between departmental and accounting records. Staff provides administrative support with 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 FY11, 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).

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Number of Employees	1.48	1.48	1.48	1.48
Department Expenditures*	\$127,481	\$136,153	\$136,153	\$136,524
OUTPUTS				
Number of service agreements /amendments administered	16	14	14	15
Number of pay requisitions processed	100	90	90	95
Number of police detail requisitions processed	157	100	100	100
Number of operating budget expenditures processed	170	170	170	170

B. Program Description: Engineering Services

1. Goals

- a. To implement the Pavement Management Program for road reconstruction and maintenance.
- b. To develop, design, and administer major repairs and improvements to the sanitary sewer and storm drain with a particular focus on removing sources of infiltration and inflow and correcting illicit connections impacting clean water quality of storm water.
- c. To review and approve all requests for sanitary sewer and storm drain connections to the town owned system.
- d. To provide municipal engineering services for a variety of items such as the closing of the Transfer Station, investigating street flooding, and locating existing sewer and drain lines for Dig Safe calls.
- e. To provide traffic engineering services, evaluating potential crosswalk locations, traffic control measures such as Stop sign placement, and to provide staff support to the Traffic Advisory Committee and the Conservation Commission.
- f. To maintain Rock Meadow and administer the Victory Gardens program.

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

2. Program Outcome (FY 10)

- a. % of roadway miles reconstructed (75 miles public roadway) – 2.07%
- b. % of roadway miles maintained – 8.47%
- c. % of sanitary sewer main repaired (76 miles of main) – 5.91%
- d. % of storm drain main repaired (54 miles of main) – 1.26%
- e. % of sewer and drain permits issued with 10 days – 65%

3. Description of Function

The Engineering Services division is responsible for the scoping, design and implementation of roadway, sewer, and storm drain improvements within the community. The Division is also in charge of permanent record keeping for all of these improvements.

The Division works closely with various regional, state and federal agencies to implement various infrastructure improvement programs. Staff reviews, and in some cases drafts, all of the construction documents and monitors the contractors and their work.

The Division provides administrative and staff support to the Conservation Commission and the Traffic Advisory Committee. Additionally, staff provides support to other local and regional committees at the direction of the Board of Selectmen and Town Administrator.

The Division also performs traditional municipal engineering services such as basement and surface water flooding investigations, sewer and storm drain connection reviews, and traffic engineering evaluations.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Number of Employees (FTE)	2.24	2.24	2.24	2.24
Department Expenditures	\$237,762*	\$254,941	\$254,941	\$256,413
External Funding:				
Pavement Management	\$1,130,873.50	\$1,250,000.00	\$1,153,000.00	\$1,250,000.00
Donations	\$3,142.00	\$3,800.00	-	-
OUTPUTS				
Number of Miles of Road Reconstructed	1.55	1.77	1.77	1.75
Number of Miles of Sewer Repaired/Relined**	4.49	2.94	2.94	0.45
Number of Miles of Drain Repaired/Relined**	0.68	0.18	0.18	0.13
Number of Sewer and Drain Permits Issued	30	30	35	30
Number of Miles of Roadway Crack sealed	3.32	3.50	3.50	3.50

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

Number of Miles of Roadway Patched	4.30	4.00	4.00	4.00
Number of Accessible Ramps Constructed	30	44	44	30
Number of Notices of Intent processed	5	5	5	5
Number of Requests for Determination processed	10	10	10	10
Number of Community Gardens administered	135	135	135	135

*Actual expended amount

**Funded by Sewer Enterprise Fund

C. Program Description: Inspection Services

1. Goals

- a. To enforce Massachusetts state building codes and the Town of Belmont Zoning-by reviewing, permitting and inspecting building projects.
- b. To perform code enforcement inspections to ensure compliance with local and state regulations and by-laws.
- c. To inspect public buildings and spaces as required by law to ensure that they are safe for occupancy (Certificate of Inspection (COI) program).

2. Program Outcomes (FY 10)

- a. % of building permits issued within 10 days – 83.1%
- b. % of code enforcement actions resolved without legal action – 98.9%
- c. % of public buildings and spaces passing with one inspection – not currently tracked

3. Description of Function

The Inspection Services division reviews all Building Permit applications verifying that the proposed construction meets all of the Town's Zoning By-Laws and State Building Code requirements. In addition, Staff reviews sign, tent, home occupation, and news rack placement applications making sure they comply with the Town's Zoning and General By-Law requirements. Staff is also responsible for the various required inspections and issuance of Certificate of Occupancies, which indicate that a project has been completed in conformance with what was approved and state building codes.

All building code and zoning by-law violations are reported and processed through this division. Each reported violation is researched and investigated and a letter is sent to the property owner to facilitate correction. Follow-up on these violations may include further investigation and/or pursuing legal action with Town Counsel.

Staff is statutorily responsible for the annual inspections and certifications of all public places of assembly as well as performing on-site inspections of schools, hospitals, restaurants, day care centers, etc., for

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

compliance with state building code requirements (safe egress, emergency lighting, and maximum capacity requirements).

The division is notified of fires, accidents and/or acts of nature involving property where structural damage is possible. Inspections are made and recommendations for repairs are given to the owners or builders. A report is drafted and follow-up provided to insurance companies as needed.

The Plumbing and Gas Inspector is also part of this division. The Inspector is responsible for interpreting and enforcing the State Plumbing and Gas Code. The Inspector also issues permits and conducts inspections. This is a shared position with Watertown (40% to Belmont and 60% to Watertown).

As the repository for all of the building records, the division responds to a significant number of inquiries from the public and other Town departments. Staff also works closely with the Zoning Board of Appeals, Planning Board, Historic District Commission, and the Board of Health.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Number of Employees (FTE)	2.25	2.25	2.25	2.25
Department Expenditures	\$193,916*	\$216,295	\$216,295	\$209,736
OUTPUTS				
Number of building permits issued	889	800	700	800
Number of building inspections performed	1108	1100	1000	1200
Number of plumbing and gas permits issued	1049	1000	1000	1000
Number of public buildings and spaces inspected (COI)	116	103	103	110
Number of sign, tent and home occupation permits issued	184	160	160	160
Number of news racks permitted	35	39	39	39
Number of code enforcement citations	104	100	75	100

*Actual expended amount

V. Innovation.

The Office of Community Development is steadily incorporating Geographic Information Technology (GIS) into the day-to-day operations of the department. Our building permitting software package is linked to GIS allowing us to immediately identify properties located in the flood plain or conservation resource areas which helps us insure compliance with local, state and federal

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

regulations. The Resident Engineer has a laptop computer loaded with plans and data that allows for immediate response to requests for information in the field thus potentially avoiding costly construction delays or mistakes. Moving forward we hope to use this technology to assist us with code enforcement by having historical data available in the field which will allow inspectors to act quickly and accurately enforcing regulations.

VI. Opportunities.

Office of Community Development would benefit by having a position dedicated to implementing GIS technology. The technology is tremendously useful and will not only allow the department to operate more efficiently but there is also an opportunity to use the technology to help implement Performance Management strategies and keep the public informed of our efforts.

This department can always use additional funding for road repair, and if additional funding is significant the Town should consider adding staff to help manage pavement projects. The public is demanding a level of oversight and a final quality of product above what most communities are providing. If we want to meet these expectations additional staffing will be required.

VII. Challenges.

We are increasingly faced with a public demanding greater oversight and management of our road and sewer projects than we are able to provide. We are compared to communities such as Cambridge and people wonder why we can't do things the way they do. Communities like Cambridge have much more staff and funding than we have. I believe we do an excellent job managing our projects with the one staff person we have dedicated to such tasks. There needs to be an understanding of the balance between staff, funding, inconvenience experienced during road and sewer projects and what passes for an acceptable final product. To do things to meet the highest of high standards, in essence, perfection (a standard many contractors are unaccustomed to meeting), will require additional staff and funding.

The federal Environmental Protection Agency (EPA) will soon be implementing stormwater use regulations that will be a burden on the Town. Community Development staff will be required to implement new testing, monitoring and management of the stormwater system in Belmont. In addition, the Massachusetts Department of Environmental Protection (MDEP) continues to require the Town to clean up its stormwater system by eliminating illicit discharges from the sanitary sewer system. Identifying problem areas, designing and implementing repairs is extremely costly and often times is required by official order of MDEP. Past investigations have shown that some of the illicit discharges are from private, residential properties. Also, many private properties are responsible for clean stormwater being introduced into the sanitary sewer system by sump pumps. This additional flow causes homes around Belmont to suffer sewer back-ups during rain events. And the Town must pay to convey and treat this additional flow thus driving up the cost paid to the Massachusetts Water Resources Authority (MWRA). Repairing the sewer and storm drain systems is expensive and currently funded from the Sewer Enterprise Fund. Unless a new funding source is found, water and sewer rate payers will continue to face increased rates in order to pay for repairs required by the state and federal government.

Our department is stretched to capacity and as a result final record keeping of sewer and storm drain work is not being done in a timely manner. These records are important as they are used by DPW staff to maintain and repair the systems as necessary. Our records are part of the GIS system however we are struggling to keep up with the technology.

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

OFFICE OF COMMUNITY DEVELOPMENT – PLANNING DIVISION

I. Overview

Program Responsibilities: The Office of Community Development – Planning Division has four primary responsibilities:

Professional Planning Services: The Division is responsible for various plan development, update and implementation activities (e.g. comprehensive plan, open space plan, housing plan, etc.). The Division conducts land use planning related research and studies, grant writing and management. The Division also represents the Town at local, regional and state meetings and planning activities involving land use matters.

Project Related Services: Staff meets with interested developers to review preliminary plans, to discuss and provide input into potential projects, and to facilitate meetings with residents to identify potential concerns and support. Staff reviews plans and applications submitted to the Planning Board and the Zoning Board of Appeals during Special Permit, Variance, and Site Plan Review hearings.

Staff Permanent and Temporary Committees: The Division staffs and provides administrative and professional support regularly to the Planning Board and Zoning Board of Appeals. Additionally, the Board of Selectmen commonly appoints temporary planning committees and assigns the Planning Division to provide administrative staff support.

Public Information and Assistance Services: Staff responds to questions from residents, developers, property owners and other interested parties on a daily basis and schedule meetings during regular business hours with those requiring further assistance. Staff also provided information and assistance to Citizens seeking zoning changes.

Staffing: The Planning Division has three (3) full time equivalents.

Budget: The total FY 12 projected budget (level service) is \$256,337. This budget is split among the 4 Program components as follows:

Program 1: Professional Planning Services -	38%, this is the major activity of the division and often extends over several years
Program 2: Project Related Services -	19%
Program 3: Staff Committees -	24%, along with providing staff support, planners provide their professional knowledge to inform zoning discussions and to assist in review of special permit and site plan review applications.
Program 4: Services to the Public	19%

Program outcomes/performance indicators: The division indicators are primarily measures of how successfully the division is meeting its goals.

II. Department Budget by function

The chart below is a breakdown of the division budget as allocated to the four program areas. The salaries column is based on the actual employee salary as allocated for each program. Benefits are also allocated by employee time allocated for each program. The 'other' category is an estimate of division

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

resources as allocated to each program. The largest budgetary item in this category is professional services accounting for \$24,000 or 76% of the 'other' budget total. These services generally involve research or studies done and review of projects. Often the division contracts with consultants to provide these services. The budget is primarily allocated to the professional planning and project related programs.

FY 12	Salaries	Benefits	Other	Total
Planning Services	\$72,832.15	\$6,196.85	\$18,570.00	\$97,599.00
Project Services	\$36,334.47	\$3,261.50	\$8,932.50	\$48,528.47
Staff Committees	\$53,826.42	\$4,892.25	\$2,665.00	\$61,383.67
Public Interaction	\$42,374.96	\$5,218.40	\$1,282.50	\$48,875.86
Total	\$205,368.00	\$19,569.00	\$31,450.00	\$256,387.00

III. Staffing and Structure

The Planning Division of the Office of Community Development is comprised of three full-time employees: the Planning and Economic Development Manager, the Planning Coordinator and the Administrative Assistant. The Planning and Economic Development Manager serves as the head of the division and reports directly to the Town Administrator. Both the Manager and the Coordinator hold postgraduate degrees in planning and the Coordinator is also a Certified Planner through the American Institute of Certified Planners.

The Planning Coordinator handles all of the matters that come before the Zoning Board of Appeals. This staff person has been an employee of the Town for 16 years and is the resident expert on the Town's Zoning By-Laws. As a result, the Coordinator is often called upon by the Building Department to help interpret the Zoning By-Laws. Similarly, the Coordinator is often the initial point of contact for many businesses trying to open a business in Belmont to determine which permits might be required. The Coordinator also manages the Town's affiliation with the WestMetro HOME consortium program bringing in over one million federal dollars to the Town (just over \$100,000 a year) to promote affordable housing projects such as the B Street townhouses and the Waverley Woods apartment complex. As such, the Coordinator is responsible for drafting and filing various plans and studies that are required on a regular basis.

The Manager was hired five years ago to increase Town revenues by encouraging economic development activities in the Town. The manager is responsible for the creation of two zoning overlay districts that increase allowable density in two of the Town's commercial areas. The manager is also responsible for the creation of the Oakley Neighborhood 40R zoning district. That district allows a higher density residential development than the underlying zoning in return for which the Town receives compensation from the Commonwealth of Massachusetts. A 17 unit development was approved during FY10 for this site. The Manager is also responsible for the continued oversight of the McLean Hospital development. The Manager provides staff support to the Planning Board which includes drafting of agenda and minutes and providing reports for Board consideration during various land use policy discussions. The Manager and Coordinator provide professional opinions on potential zoning amendments and provide or coordinate technical zoning and impact reviews of projects that come before the Board.

The Administrative Assistant provides staff support to the Division and is the initial contact with the public. This position is responsible for posting and printing of meeting notices and minutes and the majority of web related work including updating the division's web site, and ensuring that articles and project submissions are posted accordingly. As Town residents increase their use of the web and demand more and more information to be made available through the web, this responsibility subsumes a larger portion of time. Finally, during slower times, this position supports the activity of the building and

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

engineering departments to ensure that the entire Office of Community Development provides a high level of service to the public.

The Office of Community Development – Planning Division has maintained 3 FTE for the past several years. Lowering this number would have a detrimental impact on the services provided by the division. Meeting the demand for readily available information via the internet is an increasing challenge. The new public meeting law also requires more information to be available to the public prior to meeting and incorporated with the minutes. As the Planning Board and other Town Boards begin to consider implementation of the Town’s Comprehensive Plan, demands on planning staff are increased. And, as Town financial resources are strained, work formerly accomplished through the use of consultants now falls directly on the full-time staff.

Below is a chart showing how time is broken out amongst division staff:

Office of Community Development - Planning Division FY12-FTE				
FY 12	Manager	Coordinator	Admin Assist	Total
Planning Services	0.45	0.35	0.15	0.95
Project Services	0.15	0.25	0.1	0.5
Staff Committees	0.3	0.25	0.2	0.75
Public Interaction	0.1	0.15	0.55	0.8
Total	1	1	1	3

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

DIVISION: Planning

Program 1: Program Description: Professional Planning Services

Goals:

1. To develop and update, as necessary, local planning documents.
2. To promote policies, by-laws, or regulations that implement local planning documents.
3. To develop effective tools to assist Boards and residents to understand the impact of proposed zoning amendments and proposed developments.
4. To secure grant funds to improve streetscape, promote commercial center revitalization, promote improvements or acquisitions of open space, and address local housing issues.

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

Outcomes:

1. To work with residents to promote zoning that encourages private investment and maintains community character by increasing time spent on community outreach by 10%.
2. Ensure planning staff is up to date on most recent planning, land-use and zoning activities by increasing attendance at local, regional, and statewide professional planning meetings by 10%.
3. Develop visual and computerized 3-dimensional models of two commercial centers by end of FY12.
4. Seek grant funding to supplement by 5 percent the Division budget. (No relevant opportunities for funding were identified during FY10.)

Detailed description

Professional Planning Services is the major activity of the division encompassing approximately 38% of the work performed and often extends over several years. Tasks within this activity include: plan development and implementation, research activities and studies relating to new or revised zoning by-law amendments, grant writing and management, and interacting with neighborhood residents and the general public. Planning Services provided by the Division are increased and supplemented through the use of consultants and contract employees. These outside resources are funded through professional services or grants.

The Division also represents the Town at local, regional and state meetings and planning activities involving land use matters. The Planning Coordinator is the staff liaison to the Metropolitan Area Planning Council, represents the Town at all West Metro HOME Consortium meetings and attends meetings of the Belmont-Lexington-Waltham Sub-Area Traffic Advisory Committee and the Alewife Traffic Study committee. Planners frequently interact with staff at the Department of Housing and Community Development on economic development, housing and other land use concerns. For example, planners represented the Town at meetings with state housing officials on the Waverley Woods affordable housing development, on the possibility of creating a 40R Smart Growth Overlay Zone and more recently on the residential units proposed as part of a Cushing Square Mixed Use Development. Planners commonly attend meetings of local interest and/or neighborhood groups to speak about specific projects or concerns.

The Planning Division is also responsible for disseminating information to the public on the various plans, studies, projects, and committee activities with which the Division is associated. The Planning and Economic Development Director has submitted several information/opinion editorials to the local paper and has met with various Town civic organizations. Information on all planning projects and issues is also available for public viewing both in person and on the Town's web site. Recently, residents have demanded improved internet related communications. Meeting this demand for up to date and well maintained web sites will require the division to increase time spent on this activity.

Planners review all grant programs for opportunities that the Town could secure for various funding purposes. Staff researches and writes grant applications. If the application is approved, planners are responsible for administering and monitoring the grant, including drafting Requests for Proposals (RFPs), and selecting and contracting with appropriate consultants. Planners oversee and monitor the consultant's work and ensure that all of the grant program requirements, payment schedules and grant paperwork are met and completed in a timely fashion.

Recent examples of planning projects include:

- Cushing Square Revitalization

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

- Re-development of the Our Lady of Mercy site within the Oakley Neighborhood
- Development of a Comprehensive Land use Plan for the Town
- Waverley Square Commercial Market and Development Study
- Downtown Parking Forums

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11 As of 12/22/10	Estimated FY 11	Projected FY 12
1. Number of Employees				.95
2. Division Expenditures				\$97,599
OUTPUTS				
Number of community meetings held	6	1	5	5
Number of articles, letters published	5	0	3	6
Number of professional development meetings attended including training	13	10	11	15
Number of plans, studies, working papers, zoning amendments produced	6	2	4	6
Number of meetings on various Town planning issues (e.g. housing, bike path, etc.) attended	35	10	30	35
Number of grant applications submitted	0	0	0	2

Program 2: Program Description: Project Related Services

Goals:

1. To encourage quality development in the Town of Belmont
2. To preserve residential quality of life
3. To improve the design and site plan review process.
4. To assist individual residents and business owners to navigate the zoning permitting process as quickly and efficiently as possible.

Outcomes:

1. Inclusion of 80% of community accepted design criteria to guide development in Planning Board's Rules and Regulations.
2. Propose changes to zoning by-law to reduce special permit requests where possible.
3. Maintain length of time between initial contact with planning staff and filing of application with Zoning Board of Appeals.

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

Detailed description

Project development and review activities accounts for approximately 19% of the Division's staff time. Under project development, staff meets with developers to review preliminary plans, to discuss and provide input into potential projects, and to facilitate meetings with residents to identify potential concerns and support. Review activities include plan review services provided to the Planning Board and the Zoning Board of Appeals during Special Permit, Variance, and Design and Site Plan Review hearings. Specific services include review of proposed storm water and infrastructure systems related to development; review of plans for conformity with the zoning by-laws and parking regulations; and analysis of impacts on abutting neighborhoods and the Town. Staff also may draft zoning amendments in order to facilitate the development of a project.

Examples of recent developments that have required project related services by Division staff include:

- Oakley Neighborhood 40R residential development
- Beech Street Senior Center
- Waverley Woods Apartments
- 363-369 Pleasant Street Site Plan Review
- Former Belmont Center Fire Station Re-Use
- Cushing Square
- 48 Leonard Street (Comellas)
- 395 Trapelo Road (East Cambridge Savings Bank)
- Wellington School Site Plan Review
- 40-42 Brighton Street (French and Mahoney Office and Garage)

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11 As of 12/22/10	Estimated FY 11	Projected FY 12
1. Number of Employees				.50
2. Division Expenditures				\$48,528
OUTPUTS				
Number of Planning Board Site Plan Review cases	3	0	4	4
Number of Zoning Board of Appeal cases	32	35	40	40
Number of meetings with potential developers	29	6	17	20
Number of project review non-public meetings attended	11	4	8	10

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

Program 3: Program Description: Staff Permanent and Temporary Committees

Goals:

1. To provide professional land use expertise to various Town Boards and Committees
2. To provide staff support to the Planning Board, the Zoning Board of Appeals, and other Boards/Committees as directed by the Board of Selectmen.

Outcomes:

1. Insure all Boards and Committees comply with the Open Meetings Law of the Commonwealth.
2. Insure the Zoning Board of Appeals and Planning Board complies with the Zoning Act of the Commonwealth as well as relevant case law.
3. Provide requested reports or opinions to Board within two meetings of request.
4. Have Planning Board act within 6 weeks of identification of Zoning By-Law amendments.
5. Submit final Temporary Board/Committee reports within 1 month of final meeting.

Program Description

The Planning Division devotes 24% of its time supporting various committees in addition to offering guidance on land use issues to the Board of Selectmen, Planning Board, Town Administrator and other committees and departments as needed.

The Division staffs and provides administrative support regularly to the Planning Board and Zoning Board of Appeals. This support includes everything necessary for the meeting to occur, such as preparing the agenda and drafting the minutes, scheduling the room, and updating the Town's web site and calendar. Staff also prepares reports on various zoning and land use issues as requested.

The Board of Selectmen commonly appoints temporary planning committees to study a specific issue within a pre-determined time frame with a directive to return to the Board with written recommendations. The Planning Division is responsible for supporting and coordinating the activities of many of these committees. Staff typically performs all of the administrative duties such as arranging and posting meetings, providing technical and secretarial support, researching and producing position papers, drafting final reports and attending all meetings. Staff drafts detailed Requests for Proposals (RFP's) to select and retain professional consultants to assist committees when necessary. The Belmont Center Planning Group, Waverley Square Fire Station Re-Use Committee, Bikeway Planning Committee, Alewife Study Committee, and the McLean Implementation Committee are examples of temporary committees that have been or are now staffed by the Planning Division.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11 As of 12/22/10	Estimated FY 11	Projected FY 12
1. Number of Employees				.75
2. Division Expenditures				\$61,384

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

OUTPUTS				
Number of ZBA cases	32	35	40	40
Number of Planning Board cases	5	2	5	5
Number of appeals of PB cases	0	0	0	1
Number of appeals to ZBA cases	1	0	0	0
Number of Planning Board meetings	25	8	24	24
Number of ZBA meetings	10	4	10	12
Number of other committee meetings	12	1	4	10

Program 4: Program Description: Public Information and Assistance Services

Goals:

1. To respond to requests for information in a timely manner
2. To maintain an active and updated web site where residents can access information on current planning activities, proposed zoning amendments, proposed projects, special permit and site plan review procedures and applications, and current cases before the Zoning Board of Appeals.

Outcomes:

1. Sixty percent (60%) of meetings with residents scheduled within 1 week of initial enquiry.
2. Seventy-five percent (75%) of requests for information concerning specific projects, policy initiatives, or proposed zoning articles are provided a response within 3 days.
3. Website is updated on a bi-weekly basis 60% of the time.

Program Description

Approximately 19% of staff time is currently devoted to addressing the various public service activities with which the Division is engaged. Staff planners are available on a daily basis to respond to questions from residents, developers, property owners and other interested parties. Planners perform this function in person, via electronic mail and by telephone. Individual meetings on specific issues or projects are scheduled during regular business hours. Staff also provides services to Citizens seeking zoning changes. For example, Staff provided advice for a citizen's sponsored petition to rezone a portion of Trapelo Road between Hull and Walnut Streets that expanded the LBIII Commercial Zone to the Hull Street area.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11 <small>As of 12/22/10</small>	Estimated FY 11	Projected FY 12
1. Number of Employees				.80
2. Division Expenditures				\$48,876
OUTPUTS				
Number of meetings with	120	75	110	110

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

individual residents/businesses				
Number of meetings with residents that result in cases before ZBA	32	10	40	40
Number of hours spent updating web site information	20	40	60	60

V. Innovation.

In FY10, Planning Division staff led the effort to develop two Zoning Amendments that won near unanimous support at Town Meeting. The first amendment created the Central/Palfrey Interim Planning Overlay District. While Interim Planning Districts are not new, they are traditionally used to halt possible change while plans are developed for a targeted area. The CP-IPOD created a district that allows greater opportunity for development and change. At present, there is a development team working with staff and residents to bring a project to the Town under this new zoning. The second zoning amendment, developed after several months of research provided flexibility to the Town's Inclusionary Housing by-law by taking into account different financial scenarios applicable to different sized development. The original bylaw passed in 2004 had produced no affordable housing units. With this amendment, two mixed-use projects have been proposed and are under discussion.

VI. Opportunities.

The Division continues to explore the use of the Town's GIS technology to improve presentations at Town Meetings and at public meetings. Additionally, the Division hopes to use the technology to replace the Town's hand drawn zoning map with one produced electronically. Additional funds would greatly assist in speeding up this transition.

Additional funding, in particular the addition of staff, would allow the division to focus on more of the activities identified in the comprehensive plan. The priorities would be to look at rezoning of the Concord Avenue commercial area (the Sandler Skate Shop) and the Brighton Street commercial area. It would also allow the division to engage in a higher quality discussion of the use of more design oriented zoning initiatives such as form-based in areas such as the Trapelo Corridor and South Pleasant Street.

VII. Challenges.

The Division faces two major challenges: communication and technological demand. Providing information on proposed zoning amendments or gathering information for reports and studies requires contact with the public. Traditional means of communication such as notices in newspapers or posted with the Town Clerk tend to have limited circulation. Use of the Division's or Town's website has increased circulation but remains inadequate. The Division has requested email addresses for Town Meeting members so that meeting notices and direct information can be sent to this legislative body. However, concerns over privacy have not yet been resolved and therefore the addresses are not available. The Division would also like to explore the use of blogs (active in some communities) or other social media to expand the number of residents aware of our activities. However, it is unclear whether such media result in improved communication and whether the improvements in communication would justify the expenditure of staff time and resources.

The second major challenge facing the Division is implementing newer technology. More and more residents are demanding more technology sophisticated presentations to help understand possible impacts of proposed developments and/or zoning changes. This technology includes three dimensional images, architectural renderings, knowledge of building and developing websites, etc. As budgets have tightened the Division is less able to hire consultants to present these models. Staff

TOWN OF BELMONT FY2012 NARRATIVE – COMMUNITY DEVELOPMENT

attempts to learn the appropriate software needed but this takes time away from remaining tasks that still continue. Residents are also demanding that the Division's website is current and continuously updated. Here again, limited staff time must be expended on this task and the Division's administrative assistant must be provided appropriate training to accomplish this task.

The Division acknowledges the benefits and improvements to its function by improving communication and incorporating new technology and continues to attempt to meet these challenges.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

DEPARTMENT OF PUBLIC WORKS

I. Overview

Program Responsibilities: The Department of Public Works (DPW) has twelve primary program responsibilities as follows:

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

The Highway Division repairs, patches, maintains, cleans, signs and paints crosswalks, center and parking lines on Belmont's 75 miles of public ways, 8 miles of private ways and 97 miles of paved sidewalks. All public and private roads are cleared and treated 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, 6,700 service lines to buildings on both public and private ways and two pumping stations. 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 2,000 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. 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 services at this facility. This is also the base facility for all Highway Division operations and provides storage for all Highway Division vehicles and equipment.

Forestry Service

Under the direction of the Tree Warden, the DPW contracts with a tree service company to care for, remove, and replant the 10,000 or so public shade trees. Public Works staff also assists in this responsibility as necessary.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

Delta and Grounds Maintenance

The Highway Division is responsible for the cleaning, planting, mowing and maintenance of 52 separate deltas, islands and public spaces totaling about 53 acres.

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 10,000 residential households and public buildings. Also supported is the Transfer Station site on Concord Avenue (the former Incinerator Site).

Parks and Cemetery Division

Parks and Facilities

Parks provides for the cleaning, mowing, maintenance, repair and improvement of the resources for school athletics and recreational enjoyment for about 62 acres of athletic fields, parks, tennis courts and tot lots including the operation of the Skip Viglirolo Skating Rink and Underwood Pool. Parks prepares sports fields for many groups; School Department athletics, most Recreation Department programs, Belmont Little League, Conley League, Belmont Babe Ruth, Belmont Soccer, Second Soccer and the general public.

Cemetery Maintenance

The administration of the Belmont Cemetery is governed by the obligations created by M.G.L. Chapter 114. Responsibilities include cleaning, mowing, maintenance, repair and improvement of two cemeteries totaling 24 acres. In addition, staff provides a wide variety of services including selling grave lots, meeting grieving families' needs, coordinating with funeral homes, interments and information for the general public.

Water Division

Water Administration

The Water Division administration is responsible for managing the administrative functions that maintain the water distribution system and reinvest in the water infrastructure as well as to provide reliable, 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 compliance with the USEPA Safe Drinking Water Act.

Water Distribution and Maintenance Services

The Water Distribution and Maintenance program performs all maintenance and repair functions for the Town's 93 miles of water main lines and gate valves in the water distribution system, 700 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.

Staffing

The chart below is the staffing as allocated in the budget. The original setup for program budgeting allocated staff to each program based of an estimate of actual expense. Over time with more reduction of the tax supported staff than enterprise fund staff the budgeted allocation has become skewed.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

FTE - FY12 STAFFING BY BUDGET	Full Time	Part Time	Total
Administration	3	0	3
Street Maintenance	5	0	5
Snow Removal	0	0	-
Central Fleet Maintenance	4	0	4
Forestry	1	0	1
Delta & Grounds Maintenance	1	0	1
Solid Waste Collection & Disposal	1	0	1
Street Lighting	0	0	-
Cemetery Maintenance	4.5	0.5	5
Parks & Facilities Maintenance	4.5	1.1	5.6
Water Administration	2	0	2
Water Distribution	10	0.1	10.1
Sewer Maintenance	8	0	8
Stormwater Maintenance	4	0	4
Other			-
Total	48	1.7	51.4

II. Department Budget by function

The chart below represents the actual budgeted expenses by category.

FY12 BUDGET BY PROGRAM	Salaries	Benefits	Other	Total
Administration	\$245,396	\$52,256	\$11,477	\$309,129
Street Maintenance	\$413,954	\$51,134	\$109,731	\$574,819
Snow Removal	\$104,370	\$0	\$448,766	\$553,136
Central Fleet Maintenance	\$245,219	\$103,073	\$195,180	\$543,472
Forestry	\$39,844	\$2,166	\$180,054	\$222,064
Delta & Grounds Maintenance	\$46,346	\$2,282	\$3,870	\$52,498
Solid Waste Collection & Disposal	\$43,585	\$34,004	\$2,528,843	\$2,606,432
Street Lighting	\$0	\$0	\$308,875	\$308,875
Cemetery Maintenance	\$305,495	\$62,300	\$83,823	\$451,618
Parks & Facilities Maintenance	\$328,240	\$81,845	\$290,736	\$700,821
Water Administration	\$131,209	\$18,132	\$289,271	\$438,612
Water Distribution	\$774,662	\$395,169	\$2,562,774	\$3,732,605
Sewer Maintenance	\$488,852	\$453,936	\$4,800,863	\$5,743,651
Stormwater Maintenance	\$196,255	\$10,241	\$394,225	\$600,721
Other	\$0	\$0	\$0	\$0
Total	\$3,363,427	\$1,266,538	\$12,208,488	\$16,838,453

10 part time & seasonal employees are not eligible for benefits

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

III. Staffing and Structure

The DPW budget is large, complex and includes many services and maintenance issues that change seasonally as well as yearly. Today, because of the lack of funding, the maintenance of the infrastructure is mainly a reactive situation and changes from year to year based on the need for repair. I have estimated the average based on our experience but to fairly evaluate these functional demands a detailed accounting of employee time should be tracked for at least a few years to develop an accurate sense of demand on the Department. Even if this tracking is completed, this exercise will have limited value because the DPW will always be required to respond to needs as they arise.

FTE - FY12 FTE BY FUNCTION	Mgmt	Clerical	Other	Total
Administration	1.06	0.4	0	1.46
Street Maintenance	2.3	0.23	3.86	6.39
Snow Removal	0.48	0.15	3.15	3.78
Central Fleet Maintenance	1.09	0.08	3	4.17
Forestry	0.31	0.15	0.21	0.67
Delta & Grounds Maintenance	0.75	0.08	2.06	2.89
Solid Waste Collection & Disposal	0.46	0.25	0.1	0.81
Street Lighting	0	0	0	-
Cemetery Maintenance	1.58	0.27	4.04	5.89
Parks & Facilities Maintenance	1.58	0.12	3	4.70
Water Administration	1.02	0.25	0	1.27
Water Distribution	3.25	0.06	8.09	11.40
Sewer Maintenance	1.3	0.15	3.5	4.95
Stormwater Maintenance	0.82	0.06	2.14	3.02
Other				-
Total	16	2.25	33.15	51.40

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

Program Description – Administration

1. Goal

1. To provide central administrative services for all Public Works functions.

2. Program Outcome

1. Develop bid, service and supply documents for 15 contracts. It is expected that the success rate is 100%.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

3. Description of Function

To provide 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.

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Administration Program	\$290,720	\$313,514	\$308,514	\$309,029
OUTPUTS				
Contracts completed	17	15	15	17

Program Description – Street Maintenance

1. Goal

1. To provide complete maintenance to all public ways and minor maintenance to private ways.

2. Program Outcome

1. Provide snow and ice control in an efficient, environmentally acceptable manner. The goal is to use no more than 50 tons of deicing chemical per inch of snow on average annually.

3. Description of Function

1. To provide repair, patching, general maintenance, cleaning, signing and painting crosswalks, center and parking lines on Belmont's 75 miles of public ways, 8 miles of private ways and 97 miles of paved sidewalks. All public and private roads are cleared and treated during snow and ice conditions.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Street Maintenance Program	\$510,267	\$562,765	\$558,288	\$575,319
OUTPUTS				

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

Tons of deicing chemical per inch of snow	47	50	50	50
---	----	----	----	----

Program Description – Sanitary Sewer Maintenance

1. Goal

1. To provide the maintenance, construction and repair of the sanitary sewer system.

2. Program Outcome

1. Provide routine maintenance using best management practices to routinely clean 15 miles of sanitary sewer per year. Currently only about 5 miles of sanitary sewer main are cleaned per year which is a 33% success rate.

3. Description of Function

To provide maintenance for 76 miles of sanitary sewer main and 6,700 service lines to buildings on both public and private ways and two pumping stations.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Sanitary Sewer Maintenance Program	\$6,471,516	\$7,108,540	\$7,108,540	\$7,187,937
OUTPUTS				
Miles of Sanitary Sewer Main Cleaned	5	5	5	5

Program Description – Storm Sewer Maintenance

1. Goal

1. To provide the maintenance, construction and repair of the storm drain system.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

2. Program Outcome

1. Provide cleaning for about 2,000 catch basins annually. Funding has allowed annual cleaning of about 2,000 catch basins for a 100% success rate.

3. Description of Function

To provide the maintenance of 54 miles of storm sewer main lines and 2,000 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 as well.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Stormwater Maintenance Program	\$276,496	\$391,176	\$391,176	\$394,225
OUTPUTS				
Number of Catch Basins Cleaned	2,000	2,000	2,000	2,000

Program Description – Central Fleet Maintenance

1. Goal

1. To provide maintenance for all town-owned vehicles and equipment.

2. Program Outcome

1. Provide maintenance and repair of 166 vehicles and 350 small pieces of equipment for a total of 516 pieces with a 100% success rate.

3. Description of Function

1. To provide a wide range of vehicle maintenance and repair services at this facility for all Town owned equipment.

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Central Fleet Maintenance Program	\$452,367	\$539,301	\$517,781	\$543,472

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

OUTPUTS				
Pieces of Equipment maintained	516	516	516	516

Program Description – Forestry Service

1. Goal

1. To provide resources to care for, remove, and replant the urban forest.

2. Program Outcome

1. The goal is to plant 120 trees (120% of the 100 trees removed) annually to maintain the tree population at a stable level.

3. Description of Function

1. The DPW contracts with a tree service company to care for, remove, and replant public shade trees. These trees enhance the quality of life for residents and the general public both environmentally and aesthetically.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Forestry Program	\$283,737	\$222,824	\$222,493	\$222,064
OUTPUTS				
Number of Trees Planted (No funding was budgeted for FY 09, 10 or 11 and other funding was used for tree planting – that funding is unavailable in FY 12)	106	100	100	0

Program Description – Delta and Grounds Maintenance

1. Goals

1. To care for public land totaling about 53 acres.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

2. Program Outcome

1. Provide resources to clean, plant mow and maintain 53 acres of Town property. It is expected that the success rate will be 100%.

3. Description of Function

1. To provide for the cleaning, planting, mowing and maintenance of 52 separate deltas, islands and public spaces totaling about 53 acres.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Deltas & Grounds Maintenance Program	\$48,472	\$50,438	\$48,816	\$52,498
OUTPUTS				
Acres Maintained	53	53	53	53

Program Description – Solid Waste Collection & Disposal

1. Goal

1. To provide for the weekly collection of solid waste, recycling and yard waste for all residential property and Town facilities.

2. Program Outcome

1. To collect solid waste weekly and recycling and yard waste every other week for 10,000 locations. It is expected that the success rate will be 100%.

3. Description of Function

This program provides trash collection and disposal, recycling collection and marketing and yard waste collection and commercial composting by contract to serve 10,000 residential households and public buildings.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Solid Waste Collection and Disposal Program	\$2,309,730	\$2,515,641	\$2,512,866	\$2,528,843
OUTPUTS				
Number of locations collected	10,000	10,000	10,000	10,000

Program Description – Parks & Facilities

1. Goal

1. To provide for the cleaning, mowing, maintenance, repair and improvement of the resources for school athletics and recreational enjoyment for about 62 acres of athletic fields, parks, tennis courts and tot lots.

2. Program Outcome

1. Provide resources to meet the above stated goal at 100%.

3. Description of Function

Parks provides for the cleaning, mowing, maintenance, repair and improvement of the resources for school athletics and recreational enjoyment for about 62 acres of athletic fields, parks, tennis courts and tot lots including the operation of the Skip Vigliolo Skating Rink and Underwood Pool. Parks prepares sports fields for many groups; School Department athletics, most Recreation Department programs, Belmont Little League, Conley League, Belmont Babe Ruth, Belmont Soccer, Second Soccer and the general public.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Parks & Facilities Program	\$643,458	\$733,646	\$734,613	\$700,821
OUTPUTS				
Acres Maintained	62	62	62	62

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

Program Description – Cemetery Maintenance

1. Goal

1. To provide internments as necessary and clean, mow, maintain, repair and improve two cemeteries totaling 24 acres.

2. Program Outcome

1. Provide resources to maintain two cemeteries totaling 24 acres. The goal is 100%.

3. Description of Function

Responsibilities include meeting the obligations created by M.G.L. Chapter 114 as well as cleaning, mowing, maintenance, repair and improvement of two cemeteries totaling 24 acres. In addition, staff provides a wide variety of services including selling grave lots, meeting grieving families' needs, coordinating with funeral homes, interments and information for the general public.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Cemetery Maintenance Program	\$437,322	\$473,035	\$447,380	\$451,620
OUTPUTS				
Acres maintained	24	24	24	24

Program Description – Water Administration

1. Goal

1. To provide management for the administrative functions for maintenance of the water distribution system.

2. Program Outcome

1. To reinvest in the water distribution system by an annual project to complete the 30-year program, initiated in 1995, on time. The goal is to keep the program on schedule.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

3. Description of Function

To provide management for the administrative functions for maintenance of the water distribution system and reinvestment in the water infrastructure to provide reliable, 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 compliance with the USEPA Safe Drinking Water Act.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Water Administration	\$397,501	\$497,854	\$694,161	\$696,485
OUTPUTS				
Program Year (of 30 years)	15	16	16	17

Program Description – Water Distribution and Maintenance Services

1. Goal

- 1. To provide resources to maintain the water distribution system.

2. Program Outcome

- 1. Provide annual maintenance of the distribution system by conducting the annual fire hydrant flushing program. The goal for 100% success is to flush all 700 fire hydrants in the system.

3. Description of Function

To provide for maintenance of the water distribution system to deliver reliable, safe drinking water in adequate quantities for domestic and business use as well as for public safety fire fighting to the community.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
Water Distribution and Maintenance Program	\$4,497,371	\$4,473,193	\$4,473,193	\$4,625,448
OUTPUTS				

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

Number of Fire Hydrants Flushed	700	700	700	700
---------------------------------	-----	-----	-----	-----

V. Innovation.

The consolidation of public works services into the Department of Public Works was an important step in providing a comprehensive, cohesive approach to providing similar services. As time has passed, we have continued to implement planned organizational changes at every opportunity. Recently the Parks group and the Cemetery Division were merged into a single Parks and Cemetery Division within the Department of Public Works. This consolidation eliminated one managerial position saving about \$65,000 annually and further strengthened our ability to share resources. In addition, the cross training of staff and the availability of all equipment and resources benefit the Town by providing more efficient and effective services. This method and approach to providing service as one organizational group has improved the ability to provide service in spite of declining resources.

In an effort to address the quality of utility street cuts that can degrade the public roads the DPW recently instituted new Street and Trench Opening Permit regulations and hired a permanent inspector and coordinator to monitor all permitted openings in the public right of way. We expect that this cost of this position will be offset by revenue from permit fees. As part of this program software was developed that utilized the Towns' GIS to track permits and access the permit software from the field to improve efficiency. In the long run, we expect that this program will better maintain the investment in our public right of ways.

The Water and Sewer maintenance staff also started utilizing field laptops (called rugged laptops) to access the Towns' GIS improving efficiency and access to information.

Looking to the future, DPW is working with the IT Department to normalize the Cemetech database and link this database to digitized plans for all of the Cemetery records. This initiative is to provide security for the records as well as to eventually put the records on the Town website so that they will be easily accessible for the public to locate the graves of family members as well as to investigate family histories.

VI. Opportunities.

Opportunities require additional funding to improve both our reinvestment in the infrastructure as well as improving maintenance and service.

For the infrastructure, additional funding for street and sidewalk maintenance would be of great benefit the Town.

As we embark on a different approach to the way we look at budgeting and providing services I am interested to hear how the residents would like to see services and maintenance improved, reduced or eliminated. In my view, there are functional services such as improved cleanliness of the Town, increased recycling or additional amenities for the Parks as well as aesthetic improvements that may be changed based what is needed most within the limitations of available resources.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

VII. Challenges.

Daily Challenges

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 1981. The impact of these changes has reduced our ability to provide service to our residents and the general public and to adequately maintain our 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 been reduced by 26 percent and seasonal staff has been reduced by 58 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 most people 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 streets, 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 reasons other routine 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.

Long Term Challenges

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. (Please note that the Pavement Management Program is administered by the Community Development Department)

Tennis Courts

Last springs Town Meeting decided to fund the crack sealing of the Winn Brook and Pequossette Tennis Courts and to review the possibility of repairing the Grove Street Tennis Courts. All of these repairs are short term solutions and the issues of long term need and replacement. In addition the DPW is looking at developing a repair/replacement program for the Towns' 3 basketball courts.

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 as well as post closure use of this 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

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

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 residents. Planning is vital if the town is to have a functional rink in the future.

Water and Sewer Rate Increases

The Water, Sanitary Sewer and Stormwater enterprise programs continue to be a concern with rising rates primarily caused by the Massachusetts Water Resources Authority (MWRA) charges and our reinvestment in the Towns water and sewer systems driven by both need and/or regulatory requirements. The MWRA charges are about 45% of the water budget and 70% if the sewer budget. We continue to financially balance the operational and infrastructure needs of these systems with reasonable rates for our customers.

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 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.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC WORKS

TOWN OF BELMONT FY2012 NARRATIVE – BUILDING SERVICES

BUILDING SERVICES

I. Overview

Program Responsibilities: The Building Services Department is responsible for a far-reaching number of responsibilities. We are breaking them down into 4 categories. They are Administration, Capital Projects, Energy Management and Security Systems, and Staffing.

Administration

This consists of the establishment of systems in order for the department to run smoothly process and record all cost pertaining to cost of each of our building. We also manage the service contracts for mechanical and life safety and maintain the safety and security of all those using the Town buildings under our domain. They are the Town Hall, Homer Building, Police Department, Fire Stations, Beech Street Center, and parts of the Cemetery.

Capital Projects and Major Building Repairs

Capital Projects involve expenditures over \$25,000 and ranges for the roof repair and replacement projects going back to the start of the departments beginning to the latest Capital expense of installation of security systems in all of the Town buildings. Major Building Repairs consist of expenditures less then \$25,000, which are unexpected repairs or replacements that are impossible to predict. This is a necessary function of the department in order to keep the building running smoothly and safely and improving energy efficiency whenever possible.

Energy Management and Life Safety

The department has championed both of these systems over the cost of the last five years. The energy management system is a direct digital control system that allows us to monitor the Town's new buildings and set temperatures and trouble shoot problem areas. The security system first installed in the fire stations is a Town wide system that allows us to centrally control the opening and closing of these buildings, have them open for special events and control access to the buildings.

Maintenance and Cleaning

The staff consists of five full time and four part time staff. The duties of the part time staff are for the evening cleaning of most of our buildings to as well as assistance to those using the building in the evening. The day staff consists of three custodians to deal with emergency cleaning, maintenance, and other related task. The chart below is the staffing as allocated in the budget. Four part time custodians are not eligible for benefits and are responsible for evening cleaning of four building and approximately 81,000sq. ft.

Budget: The total FY 12 projected budget is \$1,336, 412. The chart below depicts the breakdown budget for the major areas mentioned above. The projected FY 12 Major Building Repair is \$200,000 or 15%. The Operating budget is \$811,311 or 61%. Personnel cost is \$325,075.00 or 24%. The program costs are percentages of full time equivalent (FTE) employees working on various programs.

The programs cost below are as follows:

1. Administration is \$36,119 or 11%
2. Capital Project and Major Building Repair is \$16,856 or 5%
3. Energy and security \$31, 304 or 10%
4. Cleaning and Maintenance is \$240,796 or 74%

Program outcomes/performance indicators:

The Administration, Major Building Repairs, Energy & Security, and Maintenance are measured by percentages and works on providing quality of service to all Town buildings.

TOWN OF BELMONT FY2012 NARRATIVE – BUILDING SERVICES

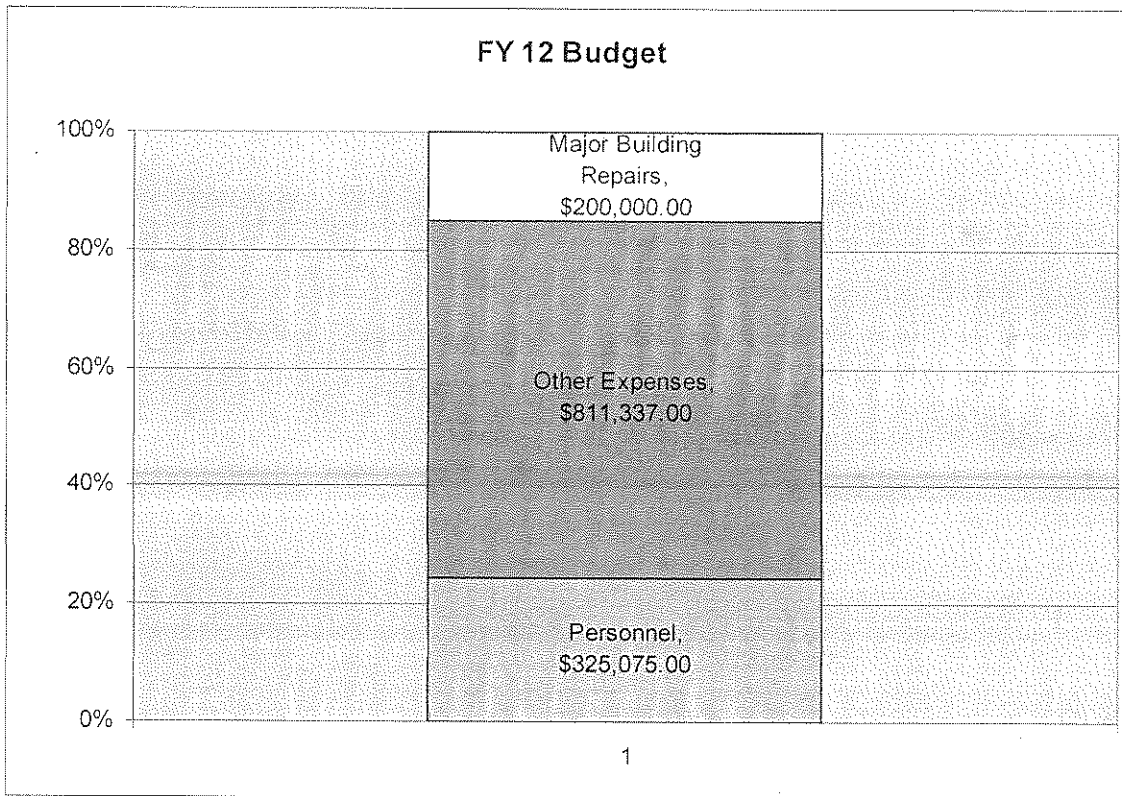
II. Department Budget by function

The chart below represents the projected budget expenses by function.

FY12 BUDGET BY PROGRAM	Administration	Capital Project	Energy Management & Life Safety	Maintenance & Cleaning	Total
Salaries	\$34,204	\$15,962	\$29,643.37	\$228,026	\$307,835.00
Benefits	\$1,916	\$894	\$1,660	\$12,770	\$17,240.00
Total	\$36,119	\$16,856	\$31,304	\$240,796	\$325,075.00

III. Staffing and Structure

Building Services Department - FTE FY12 BY FUNCTION	Administration	Capital Project	Energy Management & Life Safety	Maintenance & Cleaning	Total
Management	0.25	0.25	0.25	0.25	1
Custodian	0	0	0	4.75	4.75
Clerical	0.5	0.1	0.4	0	1



Total	0.75	0.35	0.65	5	6.75
--------------	-------------	-------------	-------------	----------	-------------

TOWN OF BELMONT FY2012 NARRATIVE – BUILDING SERVICES

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

Program Description – Administration

1. Goals

1. To organize the administrative function of paying all invoices and assigning them, where appropriate to building whenever possible.
2. To have all cost, contact information and other pertinent information on file and easily assessable so repairs are performed on a timely basis.

2. Program Outcomes

1. 100 % of invoices are paid on a timely basis and assigned by building during the appropriate FY
2. The appropriate vendor is contacted, there response time is recorded and the work is performed to our satisfaction the cost are recorded correctly 95% of the time.

3. Description of Function

The department is responsible to the payment for all invoices pertaining to the maintenance and life safety cost for Town designated buildings. To get the cost of running each building we allocate these invoice directly to each building. The invoices consist of service contract on the life safety and HVAC equipment as well as call in service on non covered work as well as one time specialty work such as for cost not covered in the service contract. All utility cost, except for telephone, are allocated by site. We receive maintenance and service request both by e-mail and verbal request. We have instituted a work request protocol to better track request. These requests are dealt with ether in house with our custodial staff or a service request to a vendor. All vendor requests and cost are recorded which helps us to project our budgets on a yearly basis. The following describes how we process and record services.

- **Invoices** are received twice a day; one in the morning and one in the afternoon. They include electric bills, water bills; call in services, purchase orders, vendor information updates, contract renewals, telephone bills, and utilities. Invoices are opened, sorted, time stamped, and entered into spreadsheet for tracking accurate monthly cost and accurate building cost per site. This process assists the department in its annual budget projection.
- **Annual inspections** consist of private vendors and state officials testing Town's buildings for any concerns that can impact the general public and ensuring that Town buildings meet state building guidelines. The Administration Coordinator's responsibilities are to notify all participants involved with building testing, schedule time and date of testing, and record on spreadsheet summary of events.
- **SERVICE CONTRACTS** – consists of various vendors who performed preventative maintenance on mechanical and life safety equipment. They also include annual and quarterly testing of said equipment. We contract elevators, extinguishers, kitchen hood, fire alarm, garage doors,

TOWN OF BELMONT FY2012 NARRATIVE – BUILDING SERVICES

generators, HVAC, HVAC controls, security, landlines, cellular phones, vehicle exhaust, and water treatment.

- **Cellular phones** – the contract with Sprint Nextel is managed centrally and consists of paying invoices, adding or deleting phones and processing all repairs. Administrative Coordinator is responsible for entering all cellular phone charges on spreadsheet and distributing invoices to department heads. Collecting the actual cost for each department requires labor-intensive work. Fifteen departments are using Sprint Nextel phones.
- **Landlines** – The Town uses Verizon as its main carrier and NEC Unified Systems as its main software vendor. Working with the IT department, we deal with all phones changes, trouble calls and improvements to the system such as called ID implementation.
- **Service calls request** - are received both verbally and thru our maintenance request system. The request calls come from employees who inform us of conditions such as a lack of heat or other conditions that require either in-house or outside assistance. We then decide to dispatch staff or call the appropriate vendors, coordinating time and date for service to take place, and then what vendor performed document what services.
- **Repository** Administration Coordinator is responsible for the following:
 - **Document Storage** – We centrally coordinate the storage of all department needs for documents that individual departments are required to be kept by law. Requests are made to either retrieve or store boxes. We require that departments mark up all boxes y department number, date of storage, contents and destruction dates when applicable. We then track the disposition of the box.
 - **Building and Feasibility Storage** – at the request of the Permanent Building Committee, we store active and inactive documents pertaining to the planning, building, cost and operation document of all building in the Town and Schools going back before the Chenery Middle School. We also store feasibility studies and other land related issues.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY12
1. Number of Employees				0.75
2. Department Expenditures				\$ 36,119
OUTPUTS				
Number of service contracts managed	21	21	21	21
Number of service request inquiries received	225	150	250	200
Number of request for documents retrieved or stored	30	80	100	100
Number of license test	12	12	12	12
Number of invoices paid	952	600	1033	1200
Number of service calls	126	80	140	120

TOWN OF BELMONT FY2012 NARRATIVE – BUILDING SERVICES

work requests			
---------------	--	--	--

Program Description – Capital Projects and Major Building Repairs

1. Goals

1. To propose appropriate projects are presented to the Capital Budget Committee for funding.
2. To maintain life safety and building support equipment either through replacement or repair.

2. Program Outcome

1. Capital Budget Projects are completed during the FY of funding.

3. Description of Function

Major Building Repairs and Capital Budget –

Capital Budget cost are controlled and maintained by the Building Manager. The department first experience with the Capital Budget programs involved the repair or replacement of both rubber and slate roofs for the Schools and later the Town building in FY 2000 and has continued ever sense.

- The department initiates Capital Budget request on an as needed basis. Some of these request are a one shot project such as the repair to a roof or a long term project that has a continues life cycle cost such as the phone or security systems which were begun in FY 2006 and FT 2007.
- The process involves going out to bid for vendors, the selection process, project management and budget control.
- The department has been invited to attend numerous feasibility studies such as the Police Station and Senior Center.
- During FY 2011, we did project management for the roof replacement at the Water department and the installation of a replacement HVAC system. We will also do PM for the replacement of all of the windows at the site. We are also involved with the Town Hall leaded windows and the insulation of the attic space to conserve heat loss.
- For FY 2012 we will request funding for the re-pointing of the Police Station, a review of all roofs in the Town and School buildings and replacement windows in the Town Hall.

Major Building Repairs was instituted as a line item in FY 2002 under the name of Life Safety for funding unexpected repairs to Town buildings under \$25,000. In this way, we are able to perform deferred maintenance items so they do not lead to more serious repairs or replacements.

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY12
1. Number of Employees				0.35
2. Department Expenditures				\$ 16,856
OUTPUTS				
Number of Capital	12	12	12	

TOWN OF BELMONT FY2012 NARRATIVE – BUILDING SERVICES

Budget projects worked on				12
Number of Major Building Repairs invoices paid	100	126	130	100

Program Description –Energy Management and Life Safety

1. Goals

1. To provide comfortable and energy efficient working environment to Town buildings
2. To protect Town staff, citizens, and buildings

2. Program Outcomes

1. 100 % of HVAC inquires resolved
2. 100 % of security and life safety equipment is working.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected 12
1. Number of Employees				0.65
2. Department Expenditures				\$ 31,304
OUTPUTS				
Number of HVAC inquires	47	50	100	100
Number of preventive maintenance visits	240	123	240	240

3. Detailed description

When the Homer Municipal Building opened in June 2005, the building had its first direct digital control system to use for energy management. Although it took us three years to be able to fully utilize all of it's capabilities we now have this building and the two fire station and the Beech Street Center energy system fully functioning. These systems allow us to regulate temperature and control start and stop times. We can also adjust weekly schedules for holidays or early closings during the summer. We monitor building operations during extreme weather to resolve issues with new buildings.

Security

TOWN OF BELMONT FY2012 NARRATIVE – BUILDING SERVICES

All of the buildings are now equipped with the Lenel security system. This allows us to set opening and closing times for regular operating hours and for evening and weekend activities.

Program Description – Cleaning and Maintenance

1. Goal

1. To provide minor repairs to Town buildings

2. Program Outcome

1. 100 % of minor repairs and in-house maintenance completed annually.

3. Description of Function

- **Mail** is broken down into the following categories: interoffice mail from department to department, US mail which picked from the Post Office, sorted and then delivered to the individual departments, outgoing mail that is processed in our mail room for proper postage which is then brought to the Post Office. Packets are hand delivered to the BOS on Fridays.
- **Room set ups** are done for special meetings in rooms at the BSC, HMB and the Town Hall. We also assist the Town Clerk with polling both set ups.
- **Routine maintenance** – scheduled various maintenance functions such as the cleaning of supply ducts and return air grills are done in house along with painting, light bulb replacement as well as trash being collected and placed on street for weekly pick up.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY12
1. Number of Employees				3
2. Department Expenditures				\$ 240,796
OUTPUTS				
Avg. number of minor in-house repair inquires received	300	238	270	200

TOWN OF BELMONT FY2012 NARRATIVE – BUILDING SERVICES

V. Innovation.

- We changed from an outside cleaning vendor to in house staff at a cost saving to the Town. Staff does not receive benefits.
- Project managed the installation of a professional sound system in the TH Auditorium.
- Chaired the EPG subcommittee on telephone issues such as the enhanced 911 project.
- Introduced a safe shredding system for the Town Hall complex and the BSC.
- Installed a security system in Town Hall, the Highway Yard and the Water Department.

VI. Opportunities.

- The issue of consolidation of the School and Town building services is now being discussed. The outcome is unpredictable at this time.

VII. Challenges.

- The loss of a key staff person will affect the performance of the department.

TOWN OF BELMONT FY2012 NARRATIVE – HEALTH DEPARTMENT

Health Department

I. Overview

Program responsibilities. Disease prevention and health promotion activities to maximize the health of all Belmont residents are 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 but is not limited to public health based emergency planning and response, “sharps” and hazardous waste disposal, and animal control. Animal control while primarily a public safety activity, the isolation and quarantine activities and rabies clinics are certainly considered disease prevention activities.

Inspections

Inspections include all of the licensing, inspections and enforcement activities mandated and/or associated with State and local regulations under the Health Department’s purview. These include all food service establishments, non-profit and community based food service events, housing and habitation, swimming pools, day camps, body art, dumpsters, title 5 (septic systems), tanning salons and biotechnology and general and specific nuisance complaints.

Social Services

Social services include the work primarily done by our Youth and Family Services Coordinator (YFSC). While client counseling and follow-up is still a major part of the work, researching resources for food, clothing and shelter have become increasingly important. The other major service area under social services is Veterans’ Services. The Town of Belmont is required by law to provide financial aid to needy veterans.

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. Mosquito control and tobacco control are included in this service area.

Staffing: The Health Department has four* full time equivalent employees. Additionally, the Public Health Nurse is shared with Lexington and works in Belmont two days per week. A change for FY 11 that will carry into FY 12 is the Youth and Family Coordinator. This position has been changed to a full time position, 20 hours per week at the Health Department and 20 hours a week at the Council on Aging. *(the new Assistant Director will start December 6, 2010).

Budget: The FY2012 budget is \$412,584 with Public Safety accounting for 30%, Inspectional Activities, 30%, Social Services, 19% and Disease Prevention, 21%.

Program outcomes/performance indicators: The department’s performance indicators focus both on mandated public safety/environmental and disease prevention programs as well as general performance indicators in the areas of social services and emergency preparedness. Indicators are primarily efficiency oriented, focusing on time to completion.

TOWN OF BELMONT FY2012 NARRATIVE – HEALTH DEPARTMENT

II. Department budget by function

The chart below represents our best estimates of the functional costs for the department. Some expenses were arbitrarily divided between all program areas. Benefits are allocated on a percentage basis, not per person since these tend to change periodically based upon input from the Accounting Department. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers comp, and the town's Medicare match. Town employees are not covered under Social Security.

The "Other cost" includes but not limited to disease prevention activities (mosquito control), hazardous waste disposal, expenses for the Veteran's Officer, professional services, supplies and equipment and vehicle maintenance for the two department vehicles. (Both vehicles are covered under the equipment program and will not be replaced in FY 12).

FY12	Salaries	Benefits	Other	Total
Public Safety	82,219	11,830	0	94,049
Inspections	82,219	11,830	0	94,049
Social Services	66,656	7,492	0	74,148
Disease Prevention	46,645	8,281	0	54,926
Other			91,942	91,942
Total	277,739	42,903	91,942	412,584

III. Staffing and Structure

The Health Department has four full time employees (with the start of employment of the Assistant Director in December, 2010). Additionally the Youth and Family Coordinator works at the Council on Aging 20 hours per week and the Public Health Nurse (under an intra municipal agreement from the town of Lexington) works two days a week in Belmont. The Animal Control Officer (ACO) is also the Veterans Service Officer. The core group of the Department with regard to mandated program administration and day to day operations are the Director of Health and the Administrative Assistant. The Assistant Director, Youth and Family Coordinator, ACO and Public Health Nurse spend much of their time out of the office on inspections, investigations, home visits, vehicle patrols and other disease investigations and other clinical activities.

FTE FY 12	Public Safety	Inspections	Social Services	Disease Prevention	Total
Management	0.6	0.2	0.2	0.2	1.2
Field Staff	0.3	0.8	0.5	0.4	2.0
Administrative	0.4	0.6	0.1	0.1	1.2
Total	1.3	1.6	0.8	0.7	4.4

TOWN OF BELMONT FY2012 NARRATIVE – HEALTH DEPARTMENT

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

A. Program Description: Public Safety

1. Goals

- a. To provide Health Department services as part of the Town public safety umbrella along with the Belmont Police and Fire Departments.
- b. To provide oversight in public health areas of emergency preparedness and response.
- c. To coordinate, track and monitor departmental and community programs in the areas of hazardous waste disposal, mosquito larviciding and animal control.

2. Program Outcomes

- a. 100% of animal quarantine orders served within 24 hours.
- b. At least 95% of catch basins within the town that have mosquito larvicides applied at least once during the mosquito breeding season.
- c. At least 90% of request for services (routine animal related calls) responded to within 24 hours when the Animal Control Officer is on duty.

3. Detailed description

Public Safety includes emergency response, “sharps” disposal, hazardous waste, and animal control. Continued progress has been made in the area of emergency response, primarily coordinating with other Town departments through the Health Department sponsored Emergency Planning Group (EPG), other communities within the Battle Road Emergency Planning Committee, and the Department of Public Health’s Region 4b. In addition to day to day operations in the areas mentioned above, the department participates in “call down” drills, coordinates mass mailings of emergency preparation materials etc. Several major operations occurred during the last fiscal year that has had significant public health and safety as well as disease prevention impact. The department participated in a multi agency response to the water emergency that occurred last spring and visited every food service establishment in Belmont at least three times to assure that all preventive activities and recovery activity was completed correctly. (There were no incidences of waterborne illness reported to the department). Additionally, the department coordinated efforts and operated over 12 flu vaccine clinics to distribute over 7000 H1N1 flu vaccines in addition to 1000 seasonal flu vaccinations. This activity alone involved all staff from the Health Department, personnel from the School Department as well as the Belmont Fire and Police Departments, Public Works and several volunteer agencies. We continue 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 activities include 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 have been postponed from the original July 1, 2010 date but the Department has encouraged residents to purchase approved disposal containers for turn-in and disposal with the Health Department. The Health Department is working with the Minuteman partners 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. Animal control is primarily a public safety activity, although the isolation and quarantine activities and rabies clinics are certainly considered disease prevention activities.

TOWN OF BELMONT FY2012 NARRATIVE – HEALTH DEPARTMENT

4. Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees 2. Department Expenditures	4 (Plus 2 part time) \$105,829* *does not include "other" costs	4 (Plus 2 part time) \$105,859* *does not include "other" costs	4 (Plus 2 part time) \$105,859* *does not include "other" costs	4 (Plus 2 part time) \$94,049.00* *does not include "other" costs
OUTPUTS				
Number of Animal Quarantine orders served within 24 hours	56	27* *to date	60	unknown
Number of Belmont catch basins treated with larvacide at least one time during the mosquito breeding season (April – October).	1900	1900	1900	1900
Number of request for services (animal related calls) responded to within 24 hours	401	225* *to date	450	unknown

B. Program Description: Inspections

1. Goals

- a. To provide a safe and healthy environment for the residents and visitors to the Town of Belmont
- b. To comply with Commonwealth of Massachusetts regulations and mandates with regard to inspections of food service establishments.
- c. To comply with Commonwealth of Massachusetts regulations and mandates with regard to inspections of day camps, public and semi public swimming facilities, tanning establishments, body art establishments and rental housing.
- d. To respond to complaints from members of the public on issues such as food establishments, trash, dust, insects and rodents and enforce Town of Belmont Bylaws and make recommendations for corrective action.

1. Program Outcomes

- a. 100 % of required inspections to food service establishments are completed during the reporting period.
- b. 100 % of complaint based inspections of rental housing are initiated within appropriate time frame. (Time frame for response is different for different levels of complaints).
- c. 100 % of inspections to day camps and public and semi-public swimming pools are conducted prior to license issue.

TOWN OF BELMONT FY2012 NARRATIVE – HEALTH DEPARTMENT

- d. 100 % of complaints received by the department are triaged and responded to by department personnel within allowable time frames. (This varies by program and department priorities).

2. Detailed description

Inspections include all of the licensing, inspections and follow-up and enforcement/special program 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 general and nuisance complaints. Departmental fees for service and licensure have been reviewed based upon cost for service during the first quarter of FY11 and have been increased to be more comparable to area towns within our service areas based upon the cost of providing services. Increase in fees will offset some of the reduction of fees that result from the Day Care, Massage and Sealers Program being eliminated. 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.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	4 (Plus 2 part time)	4 (Plus 2 part time)	4 (Plus 2 part time)	4 (Plus 2 part time)
2. Department Expenditures	\$105,829* *does not include "other" costs	\$105,859* *does not include "other" costs	\$105,859* *does not include "other" costs	\$94,049* Does not include "other" costs
OUTPUTS				
Number of Food Establishment inspections/follow-ups conducted as required by the Mass. Food Code.	250	200* *To date	350	250
Number of rental property inspections initiated within appropriate time frames as required by the Mass. Sanitary Code.	24	25* *To date	30	25
Number of Inspections to Day Camps and Public Swimming Pools prior to licensing.	18	20	20	20

TOWN OF BELMONT FY2012 NARRATIVE – HEALTH DEPARTMENT

C. Program Description: Social Services

1. Goals

1. To provide assistance and linkages to resources to residents who require counseling and or resources to maintain and obtain food, shelter, and utilities so they can maintain an acceptable and safe lifestyle.
2. To provide counseling and healthy behavior based programs to youth and families and to provide resources and referrals to clinical and crises based services to individuals and families where appropriate.
3. To provide assistance to Belmont Veteran's and their surviving spouses or family members and to provide referrals to State and Federal benefit programs where necessary.

2. Program Outcomes

1. At least 90% of requests for routine Youth and Family services responded to within 48 hours.
2. 100% of requests for emergency or priority services to veterans responded to within 24 hours of receipt.
3. 100% of appointments for Youth and Family Services and Veterans scheduled within five days (subject to availability of staff).

3. Detailed Description

Social services include the Youth and Family Services Program under the direction of the 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 other agencies within the region. This program has undergone a major change this year. With this change in scope the Youth and Family Services Coordinator now works twenty hours a week with the Health Department and the remaining 20 hours per week at the Council of Aging. This program shift provides a win-win for the both the Health Department, the Council of Aging and the residents of the town. In many cases, clients that the Youth and Family Services Coordinator cross departmental needs as they also fall under the COA. Previously, the COA employed a social worker to triage and manage cases. The Current Youth and Family Services Coordinator is a fully licensed social worker (LICSW) and can work independently at a higher level than the previous COA social worker. Providing services in a cross departmental model provides for a higher level of efficiency and continuity. 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 several veterans receiving financial aid at this time and this is expected to continue due to economic conditions. The Veteran's Officer is also charged with assistance to families of Belmont service members that die on active duty. 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.

TOWN OF BELMONT FY2012 NARRATIVE – HEALTH DEPARTMENT

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	4	4	4	4
2. Department Expenditures	(Plus 2 part time) \$74,080* *does not include "other" costs	(Plus 2 part time) \$74,101* *does not include "other" costs	(Plus 2 part time) \$74,101* *does not include "other" costs	(Plus 2 part time) \$74,148* does not include "other" costs
OUTPUTS				
Number of requests for routine services from the Youth and Family Services Coordinator responded to within 48 Hours	180	125* *To date	200	Unknown
Number of requests for emergency or priority services for veterans and family members responded to within 24 hours.	45	20* *To date	50	Unknown
Number of routine appointments completed from Youth and Family Coordinator and Veterans Agent within five days of receipt	132	75* *To date	150	Unknown

D. Program Description: Disease Prevention

1. Goals

1. To provide for the positive health profile of the residents of Belmont through an active flu vaccine administration program.
2. To reduce the risk of mosquito borne diseases through an active larvaciding and education program in conjunction with the East Middlesex Mosquito District.
3. To investigate and follow-up reported cases of communicable disease(s) and take appropriate actions to prevent disease transmission and safeguard the health of residents and visitors as necessary.

2. Program Outcomes

1. Vaccinate or offer flu vaccine to 100% of the highest risk individuals during the influenza season.
2. Treat at least 95% of catch basins with larvicides (this outcome measure crosses two programs).
3. Investigate and provide follow-up for 100% of reported communicable diseases within the time frame designated by the Department of Public Health (varies for different diseases).

TOWN OF BELMONT FY2012 NARRATIVE – HEALTH DEPARTMENT

3. Detailed Description

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 2009 flu season was noteworthy with the emphasis on H1N1 and the subsequent vaccination of over 7000 individuals in Belmont. The 2010 flu season was very quiet in comparison. The Health Department has held seven community flu clinics for high risk individuals and two flu clinics open to the general public. However, demand for flu vaccine has been remarkably low. This is probably attributed to the fact that flu vaccine has generally been available to the public since August and that local health departments did not get their vaccine until October. The Health Department has published several articles and press releases urging residents to get vaccinated for flu. The articles have been placed in both the electronic and print versions of the local news outlets 2010 has been the first year that the Department of Public Health has been reporting communicable diseases to the Health Department electronically through a proprietary software program called MAVEN. This program allows the public health nurse to track and follow up communicable diseases with greater efficiency and to share data in a secure method with the Department of Public Health and if necessary to other local health departments. This is very useful when dealing with certain diseases such as tuberculosis and in cases where residents move from one jurisdiction to another prior to finishing treatment. Health education programs such as the 3rd grade anti-smoking program and the Kindergarten dental program are included in this service area along with mosquito control and tobacco control. As the State withdrew all funding for tobacco control so the Health Department conducted retail tobacco store inspections as well as sales to minors' compliance checks starting again in 2010 and continuing into 2011. 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.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
3. Number of Employees	4	4	4	4
4. Department Expenditures	(Plus 2 part time) \$67,025* *does not include "other" costs	(Plus 2 part time) \$67,044* *does not include "other" costs	(Plus 2 part time) \$67,044* *does not include "other" costs	(Plus 2 part time) \$54,926.00* *does not include other costs
OUTPUTS				
Number of flu vaccinations provided to Town of Belmont Residents.	7700 Includes H1N1	1000	450 To date	1000
Number of Belmont catch basins treated with larvacide at least one time during the mosquito breeding season (April – October).	1900	1900	1900	1900

TOWN OF BELMONT FY2012 NARRATIVE – HEALTH DEPARTMENT

Number communicable disease(s) investigated within time limits established by the Department of Public Health.	54	33* *to date	50	unknown
--	----	--------------------	----	---------

C. Other

In addition to the functions, goals and major programmatic activities listed in the preceding sections, the following functions and sub-programs are essential components of the Belmont Health Department. In many cases, these program elements and responsibilities for accomplishing them are shared by several staff members. Staff members within the department are cross-trained in major program elements so as to ensure continuity of operations during personnel absences and emergencies.

- Water and Waste Water issues*
 - Sub Surface Sewage Disposal activities*
 - Public and Semi-public Swimming Pools*
 - Rodents and Insect control
 - Asbestos Program*
 - Childhood Lead Poisoning *
 - Licensing for all programs*
 - Accounts payable/receivable
 - Logistic support for all Department programs
 - Database Management
 - Website design & maintenance
- * mandated program

V. Innovations

Two innovative programs within the department have occurred during the current fiscal year. The structure of the department has changed with the major change to the Youth and Family Services Program to a full time, dual – departmental program and the regionalization of the Sealers position. Most noteworthy of the two programs is the combining of the previous Youth and Family Services part-time program with a vacant social work position at the Council on Aging (COA). Experience has shown that many clients on the Youth and Family side of the program were also “seniors” who took advantage of other social work programs or program needs that were administered at the Council on Aging. The retirement of the social worker at the COA provided an opportunity to expand both programs at a cost savings to the town. The current Youth and Family Services Coordinator is a Licensed Independent Clinical Social Worker (LICSW) and can operate at a higher level than the previous social worker assigned to the COA. Regionalization of Sealer of Weights and Measures position with the Town of Arlington will allow for greater efficiency with in the Belmont Health Department since the Assistant Director will have more time to perform environmental activities than previously. Lastly, the department is working towards a regional Emergency Preparedness Coordinator position (part-time and grant funded) with the Town of Arlington.

VI. Opportunities and Issues for FY2012

As the former Assistant Director assumed the position of Director in July, his previous position has been vacant for five months. While having a long term vacancy has been a challenge, it is anticipated that once the department is at full staff, we can work toward program changes in several areas. The food service sanitation program offers several opportunities for expansion and there are also opportunities to formalize the rental housing inspection program with the addition of a “healthy home” staff certification that will become more standard in the upcoming years. Also, fees for service and licensing have been analyzed during this present fiscal year and have been adjusted in several

TOWN OF BELMONT FY2012 NARRATIVE – HEALTH DEPARTMENT

programmatic areas. This will offset to some degree the revenue lost when the department no longer licensed day care, massage establishments and Sealer based scales.

VII. Challenges

As always, it is difficult to add or significantly modify programs with limited staff and resources. But the watch words of the Public Health field are to “Be Prepared” We take great pains to prepare for the unexpected and our training has paid off as evidenced by the H1N1 experience last year and events like the drinking water emergency of this year. For example, it is difficult to know how many cases of food-borne illness are prevented by an active inspection program or the number of flu cases prevented by an active vaccination program, but having the staff and infrastructure available gives us the best opportunity to prevent disease through education, and enforcement. New staff and expanded programs (as mandated by new State and Federal Regulations) will be challenges next year and beyond.

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

COUNCIL ON AGING

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.

I. Overview

Program Responsibilities: The department has 8 primary responsibilities or here referred to as functions.

1. Transportation: The COA provides transportation services to medical and non-medical destinations. Transportation is a critical need for seniors to remain independent. Just take one or two sentences from your narrative within each function

2. Social Services: The COA provides social work evaluations, resource finding and assistance with financial, social and safety needs. Continue with the next function – short & sweet

3. Nutrition: the COA sponsors on-site and home delivered meals and provides other nutritional resources

4. Health and Wellness: the COA provides an array of fitness activities and a variety of health education opportunities at the Beech Street Center

5. Socialization, adult education and arts: the COA sponsors a variety of recreational, educational and arts programs at the center and off-site (swimming at the high school)

6. Volunteer Services: the COA recruits, screens and places volunteers needed to operate the COA but also for the benefit of those in the community who need the benefits of volunteerism.

7. Travel: the COA organizes trips for homebound frail seniors who otherwise are not able to enjoy outings, but the COA also makes available opportunities for seniors to organize trips for themselves

8. Rental of facility: the COA is marketing and administering the facility as a revenue enhancer for the community

Staffing: The department functions with 6.08 FTEs which are Town funded and .8 FTE which is grant funded. Although many of the functions cannot be achieved without volunteer and other outside labor the town and grant funded positions are those whose work duties require a higher level of accountability.

Budget: The total COA budget for FY'11 is 353,966. Function #1 accounts for 36% of the budget, followed by social services with 23%, health & wellness services, socialization & arts each accounting for 13%, and the remaining programs accounting for less than 1% each.

Program outcomes/performance indicators: The department indicators are primarily a combination of efficiency and success rate measures for those programs accounting for the highest percentage of costs. Although the nutrition program is at very low cost to the Town performance indicators are included because: 1) it is considered a critical COA service and 2) it requires no COA labor, as Springwell, the agency administering the program, conducts its own satisfaction surveys.

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

II. Department Budget by function

FY12	Salaries	Benefits	Other	Total
Transportation	107,243	16,988	11,844	137,575
social services	53,006	10,114	1,344	64,464
nutrition	7,430	778	1,344	9,552
health & wellness	41,405	3,890	1,344	46,639
Socialization, adult education and arts	42,291	4,512	1,344	48,148
volunteer services	20,279	778	1,344	22,401
travel	5,011	545	1,344	6,900
facility rentals	14,595	1,945	1,344	17,884
Total	291,261	39,550	21,252	352,063

Other is comprised of office supplies, copy machine lease and mailing related costs

*other for transportation includes gas and vehicle repair and maintenance

III. Staffing and Structure

The staffing structure can only be fully understood in terms of the services provided when calculating the number of non-Town paid personnel who support all the functions. Non-Town personnel include grant funded personnel, (\$28070 towards a .5 volunteer coordinator and .3 driver position) ,120470 number of volunteer hours (FY'10 figure), 1.5 FTE trainee labor from National Senior Network(a federal agency), services outsourced to other agencies such as Springwell for Nutritional Services and in 2011 YMCA for fitness room services, and the many instructors and recreational providers whose fees are paid for through participant fees. Those fees are collected through the revolving account.

FTE	Mgmt	Direct service	Clerical	Total
Transportation	.1	2.23	.143	2.47
Social Services	.3	.52	.143	.96
Nutrition	.1		.04	.14
Health & Wellness	.5		.36	.86
Volunteer Services	.1		.36	.46
Travel	.07		.036	.11
Socialization & Arts	.58		.36	.94
Facility Rentals	.15			.15
Total	1.9	2.75	1.43	6.08

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

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

A. Program Description: Transportation

1. Goals

- a. To assist elders to maintain independence by providing transportation to medical appointments
- b. To assist elders to maintain independence by providing transportation for food shopping, personal business and socialization opportunities
- c. To track or measure or monitor something

2. Program Outcomes

- a. Percentage of those needing rides are accommodated
- b. percentage of center operating hours when vehicle is in use

3. Description of Function

COA transportation services are a critical function of the agency. As elders age there are many factors which interfere with driving. The Belmont police department has been concerned about the number of elders the department has needed to pull off the road due to unsafe driving and accidents. The department is gathering statistics for us regarding this issue. The transportation services enable seniors to reach their medical destinations and other destinations critical for their ability to remain independent. These services are unique in that other modes of transportation such as the MBTA Ride and the Springwell transportation are much more limited in their scope. Furthermore, cuts in the Springwell transportation services have meant more reliance on Belmont COA services. Several years ago the COA board conducted a study of transportation services among neighboring communities. One of the findings was that comparable level of service was no cheaper when communities used vouchers instead of in-house transportation services or when they outsourced to outside companies, as is the case in Newton. The transportation service has experienced a reduction of rides in the past several years as a result of downsizing the service. Formerly there was a 19 hour position which was cut and this reduced the capacity. It should be noted here that although there is no legal mandate to provide this service to any senior regardless of income any means testing of the service would disqualify the COA from the state formula grant. That grant amounts to \$34751 or almost 10% of the current COA operating budget. It should also be noted that the COA collects donations from the rides. The revenues for FY'10 were roughly \$4500. The suggested donation rate is \$2 a ride.

4. Input/Output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	2.43	2.43	2.43	2.43
2. Department Expenditures	126156	130.967	135.967	137575

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

OUTPUTS				
Number of medical rides	1465		1611	
Number of non-medical rides	1509		1509	
Number of rides to senior center	1784	30% increase anticipa ted	2310	

B. Program Description: Social Services

1. Goals

- a. elders will receive all necessary social services to maintain independence and highest quality of life in their homes
- b. elders at risk will obtain necessary services to be safe in their homes or in other appropriate settings
- c. family caregivers will have necessary supports to assist elder loved ones

2. Program Outcome

- a. percentage of referred at risk seniors who remain safe in their home in a year's time, or the length of time the social worker is engaged with client
- b. percentage of senior and/or family members coming for help who come away from interaction with at least one resource or identified new strategy for coping

3. Detailed description

Social services at the COA include case management, crisis intervention and a variety of types of counseling. Case management and crisis intervention are typically handled by the staff social worker, but since this position is part-time the director, a clinical social worker, acts as back up. In addition a social work intern is available 9 months of the year, under the supervision of the social worker, to provide family and individual counseling, case management and crisis intervention services. The social worker assesses clients for eligibility to receive Cambridge Savings Bank grant for Lifeline personal safety alert systems. The social worker provides several outreach programs through the Belmont Media organization such as an elder program to read to the blind and a program to train seniors in the use of video technology. The director facilitates a monthly support group to family caregivers and assists individual caregivers as the need arises. Although the social worker and director provides the bulk of service in multi-problem and complex cases a variety of other vital social services are provided by non-Town paid staff. The state grant funded volunteer coordinator assists seniors with fuel assistance and tax credit applications as well as providing them with home safety tools such as the Vials for Life. Several state trained volunteers, otherwise known as SHINE counselors, provide health insurance counseling to seniors and their families at no charge. The center also hosts a Chinese speaking social worker who is federally funded and who assists Chinese elders in the Town with obtaining needed services and access at the center to English as Second Language classes. A social work intern with a community development concentration is also available 9 months of the year to launch such projects as a social service directory, community needs assessments, program development for underserved elders, etc. It should be noted that data below

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

excludes consultations made by Chinese speaking social worker. The COA has requested and is awaiting statistics of this social worker from the funding source.

Please note that the social service numbers in the performance data sheet pertain to COA social worker hours only. That is why there is a difference between that statistic and the those in the grid below.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	.7 62431	.72 64464	.72 64465	.72 64465
2. Department Expenditures				
OUTPUTS				
Number of elder client consultations*	386	Anticipated 450	same	same
Number of information & referral requests	120	160	same	same
Number of family caregivers served	40	45	45	45

* This number includes consultations provided by volunteer and grant funded social services providers mentioned in narrative

C. Program Description: Nutrition

1. Goals.

- a. elders in the town will have access to nutritious meal regardless of ability to pay
- b. homebound elders will have access to nutritious meal and safety check without regard to ability to pay

2. Program Outcomes

- a. percentage of attending clients who are satisfied with quality of meal and service at the site
- b. percentage of homebound clients who are satisfied with overall service

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	.14 9251	same 9558	same 9558	Same 9558
2. Department Expenditures				
OUTPUTS				

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

Number of meals served at lunch site (FY'10 includes Belmont Manor 7/1/09-10/15/10 and Beech St. Center remainder of the year*)	5810 meals 269 elders	6500 Meals App. 300	same	same
Number of meals served to homebound elders*	3432 meals 96 elders	3600 Meals App. 105	same	same

*The personnel and other costs of the nutrition program are supplied by an outsourced provider called Springwell.

The bulk of the cost and labor used to maintain the nutrition program is provided by a partner agency called Springwell. The program provides home delivered meals to eligible seniors and a lunch program based at the center. The federally funded program is meant to prevent any senior from having to go hungry. The home delivered meals program has a secondary purpose of providing a safety check, and the secondary purpose of the on-site meal program is to prevent isolation and its negative sequelae. Both programs operate 5 days a week at all times. For special holiday celebrations at the center Springwell also provides the meal for the event. Springwell is responsible for the food, the supervision of the lunch site, the delivery of the meals and coordinating information regarding the meal schedule. Volunteers of the COA provide assistance with serving the meal, making reservations and taking inquiries about the program. COA staff is involved indirectly; volunteer supervision is provided by staff and coordination of the program as a whole is maintained between the director and the Springwell nutrition director. Costs such as dishwasher detergent, dining and kitchen equipment are paid through COA budget or provided by donations. It is anticipated that for FY'11 the number of meals will have increased as the Beech Street Center meal-site is better known. It is anticipated that the number of home delivered customers will also slightly increase as the meal and service provided by Springwell has been superior to what was offered previously.

D. Program Description: Health and Wellness

1. Goals.

- a. enhance elder health by providing access to a variety of fitness activities
- b. enhance elder health by providing access to a variety of health education opportunities

2. Program Outcomes

- a. percentage of seniors asking for an exercise program who find a class or program that fits their needs
- b. percentage of seniors who are satisfied with the classes or program they attend

3. Detailed description

The Health and Wellness program is a vital way to help prevent disease, disability and institutionalization of our senior population. The fitness classes currently in place are: aerobics, strength and flexibility, tai chi, chair yoga, line dancing, ballroom dancing and personal coaching is available. It is anticipated that the fitness room services will open in early spring of '11. The equipment for this dedicated space at the center is privately funded. It will be operated by the YMCA in Waltham through membership fees, for roughly 20 hours per week. As a result the program is at no cost to the Town. The only COA operating cost will be the time the director and center coordinator will be using to coordinate the program on an on-going basis.

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

The other major component to the Health and Wellness program is the health education courses and workshops. These range from a yearly 6 week class on arthritis provided by the Arthritis Foundation (grant funded instructor), a course on Healthy Eating provided by Springwell in conjunction with the state's Department of Public Health (also grant funded instructors) to workshops by various state and hospital groups on a variety of health and disability prevention topics.

In addition to courses and classes the center also has direct health and health related professional services. Nurses volunteer to operate the weekly blood pressure clinic. A podiatrist and massage therapist also provide office hours several times a month.

A small but valuable component is the medical equipment loan program whereby donations of items such as wheelchairs, power scooters, home adaptive equipment, etc. are evaluated by our staff and then donated to community members in need.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	.86	.86	same	Same
2. Department Expenditures		46639	same	same
OUTPUTS				
Number of participants in fitness activities provided at center	259		350	350
Number of seminars, courses and workshops providing health education	10		12	12

D. Program Description: Socialization, Adult Education and the Arts

1. Goals

- a. elders will have access to a variety of activities that alleviate isolation and its negative consequences
- b. elders will enhance their cognitions, sense of mastery and purpose and general quality of life through personal artistic development, exposure to art and adult education programs

2. Program Outcome

- a. percentage of program participants who are satisfied with program attended

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	1.39	.94	same	Same
2. Department Expenditures		48148	48148	48148

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

OUTPUTS				
Number of duplicated participants in these programs	915			
Number of programs provided	36			

E. Program Description: Volunteer Services

1. Goals

- a. programs and services otherwise not possible to provide to elders will be available from volunteer assistance
- b. elders and community members in need will have access to meaningful work and activity

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees	.46	.46	same	Same
2. Department Expenditures		22401	same	same
OUTPUTS				
Number of volunteer hours provided to the center	12574		13000	13000
Number of elders and other community members who found placements	138		145	145

2. Detailed description

Volunteers are essential for the operations of the center. From reception to dispatch and database entry, the administrative tasks of the center could not be provided without their support. Other services would not function at all without them. For example there is a 19 hour travel coordinator who handles the lions' share of day and overnight trips. The library would not function with the volunteer librarian, nor would there exist a revolving art exhibits without the volunteer curator. Social services such as the aforementioned SHINE program (see description in Function #2) and tax preparation assistance would also not be possible without volunteer help. The volunteer coordinator is a grant funded position. The other aspect of a volunteer program is that it is a service to those seeking to volunteer as a means of personal growth and fulfillment. For the high school and middle school students who rake leaves, shovel snow and provide other services it is a means of providing community service. For many seniors it prevents isolation related problems, and for the disabled and unemployed it provides skill development and builds confidence. The COA provides sensitive training and extra support to volunteers with special needs.

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

F. Program Description: Travel

1. Goals

- a. elders will access affordable and age appropriate travel opportunities
- b. elders who are disabled and/or isolated will be able to maintain access to some of their former cultural or recreational pursuits

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees 2. Department Expenditures	.11	.11 6900	same same	Same same
OUTPUTS				
Number of participants in day and overnight trips organized by volunteers	162		same	same
Number of participants in special COA organized outings	67		same	same

G. Program Description: Facility Rentals

1. Goals

- a. maximize revenues for the Town through event rentals
- b. provide venue for a variety of town groups and individuals who seek event space after center operating hours

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
3. Number of Employees 4. Department Expenditures	n/a	.15 17884	.15 same	.15 same
OUTPUTS				
Amount of revenues from rentals	n/a		unknown	?
Number of events booked for non-profit groups	n/a		130 based on current rental rate	?

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

V. Innovation.

We have pioneered a number of initiatives designed to develop programs at little cost to the town. Most notable of these is a partnership we are entering with the YMCA of Waltham who will administer the fitness room services. There will be 20 hours of fitness equipment available to seniors with trained staff, yet the sales and operations will be totally administered through the YMCA. Another initiative to assist the Town in raising revenues has been to market and offer to administer rentals of the Beech Street Center facility. Another innovation has been to maximize non-paid staff for a variety of new functions. By working closely with federally funded National Senior Network the COA was able to use the labor of professional trainees in web and graphic design. As a result a web-site was launched, www.beechstreetcenter.org, and a variety of marketing materials have and are being generated to market programs as well as rentals. Another innovation was working with the Board of Health to share social work services, an idea that had been germinating in both departments until the retirement of the COA social worker made it possible to pursue. The result of this effort has meant a higher professional level at reduced cost. In the first year of monitoring this service all evidence indicates so far that this new structuring is working.

VI. Opportunities.

As programs and participation have grown at the Beech Street Center it is now possible to turn our attention the needs of seniors who work or otherwise have other commitments during business hours. It would be useful to extend operating hours for at least 2 evenings a week to provide programming. That would involve a coordinator position to be extended by 33%, or \$12,332. That would also enable the fitness room service to be open for evening hours as well. The COA will need a new BelderBus. If the COA is awarded a grant from the state's Department of Transportation Mobility Assistance Program, the co-payment from the town would be \$12,700. A request will be made to the capital budget committee for this amount.

VII. Challenges.

The biggest challenge is to meet the expectations, needs and hopes of the community to expand programming at the Beech Street Center without the commensurate increase in resources to enable that further program expansion. It is also the desire of the COA to reach out to the frailest in the community as well as engage the emerging senior population in activities and services which best serve their needs. The numbers of participants so far this fiscal year have been high; the week before Thanksgiving (also the week of this writing) the average number of people attending the center was 325. Since rooms are mostly all reserved during the day for programs and even parking spaces are filled most days, it is difficult to provide more programming during operating hours. Once the fitness room service starts, hopefully by Jan. 15 '11, parking will present even more of a challenge. For that reason and so as to accommodate younger seniors the only way to expand would be to offer some evening programs. Another challenge facing the COA is the new responsibility for facility rentals. This is a new function provided by the department as a revenue enhancing mechanism, and much effort, research and marketing has gone into and continues be channeled into development of this service to date. The COA is making every effort to make the rental program a revenue source for the town.

TOWN OF BELMONT FY2012 NARRATIVE – COUNCIL ON AGING

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

Belmont Public Library

I. Overview

Program Responsibilities: The library has five primary areas:

Function one: **Circulation Services** is responsible for the circulation of all materials owned by Belmont and materials from libraries in and outside the network

Function two: **Adult/Reference Services** selects books, databases and other materials for the adult and reference collections

Function three: **Young Adult Services** provides library and information services to students in grades seven through high school.

Function four: **Children's Services** provides library and information services to young children from birth to grade six.

Function five: **Technical/Processing Services** is responsible for the acquisition, cataloging, data entry, processing and weeding of the collection.

Staffing: The proposed FY12 library budget has 23.36 FTEs (17 full time and 4 part-time permanent employees.)

Budget: The proposed budget for FY12 is \$1,841,284. Of the total amount Function one (Circulation Services) is 22%, Function two (Adult Services) is 30.3%, Function Three (Young Adult Services) is 3.5%, Function Four (Children's Services) is 14.5% and Function Five (Technical Services) is 13.7%. Administration makes up 16% of the total budget.

Program outcomes/performance indicators: The department indicators are primarily customer/patron satisfaction, success rate, percentage increases or decreases, and time completed.

II. Department Budget by function

The chart below estimates the functional costs for the Library. Salaries represent direct payments to employees. The Benefits, which include health insurance, workers compensation, and the town's Medicare match, are allocated on a percentage basis. The "Other cost" component, based on a percentage for each of the Functions, includes utilities, office supplies, maintenance, equipment, training, computer services, postage, and materials.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

Department Budget Recap FY12							
	Circulation Services	Adult Services	Young Adult Services	Children's Services	Technical Processing	Admin	Total
Salaries	\$195,322	\$372,476	\$34,890	\$172,819	\$155,481	\$198,755	\$1,129,743
Benefits	\$84,107	\$54,691	\$6,472	\$24,702	\$23,434	\$30,730	\$224,136
Other	\$128,616	\$132,152	\$14,776	\$70,551	\$74,297	\$67,013	\$487,405
Total	\$408,045	\$559,320	\$56,138	\$268,072	\$253,212	\$296,498	\$1,841,284

III. Staffing and Structure

Circulation Services consists of a supervisor, two full-time circulation assistants and two part-time (25 hours) circulation assistants. The department also has a number of temporary staff (non-union) who help cover the sixty-four hours open.

The Adult/Reference Services consists of a coordinator and three full-time librarians, one of whom is assigned part-time to Technical Services. The full-time technology librarian, who functions as a department head, and the part-time (25 hours) Young Adult Librarian report to the coordinator of Adult services. The department also has some temporary staff who help cover the sixty-four hours open. All librarians (even temps) must have a Masters Degree in Library Science.

All public service staff are required to work a minimum of one evening a week and at least one Saturday per month, while some work every third, and some every other Saturday.

Technical Services consists of a coordinator and two full-time clerical assistants and two temporary staff members. The department is open thirty-five hours a week.

Administration consists of the library director, the administrative assistant, and the head custodian. All work 40 hours per week while the director often works additional hours with evening and Saturday meetings, etc. There is a temporary custodian who covers weekends and vacation.

Over the past several years, the library's capacity to service Belmont has been impaired by the budget allocated the library. The following are some of the staffing reductions necessitated by budget constraints imposed on the library:

- Since Proposition 2 1/2, the total library staff has decreased by 32% while circulation doubled to a half a million plus items. Before Proposition 2 1/2 the library had 31 FTEs. Today we have 23.36 FTEs

Circulation per FTE FY2010	Circulation	Population	FTE	Circ/FTE	Pop/FTE
Belmont	544,986	23,291	23.3	23,390	1000
Natick	569,028	30,286	32.3	17,617	938
Watertown	630,633	32,365	36.1	17,469	897
Arlington	620,442	40,993	32.9	18,858	1246
Winchester	576,723	21,090	23.7	24,334	890
Concord	444,814	17,450	32.0	13,900	545

- Sunday openings, in high demand among the library's patrons and important to the community, are now only three hours instead of four and for only sixteen Sundays instead of thirty. Budget and contract restraints are factors here. There are three separate unions at the library,

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

necessitating coordination with other town departments. The Director and the Trustees see Sunday openings as a priority and would like support in addressing these issues.

Library Department	FY12						Total
	Circulation	Adult	Young Adult	Children's	Technical	Admin	
Librarians	0.00	6.00	0.71	2.00	1.00	0	9.71
Clerks	6.55	0	0	1.31	2.57	0	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
Total	6.92	6.35	0.94	3.58	3.82	1.75	23.36

BREAKDOWN OF TASKS (ON AVERAGE)

1. ADULT/REFERENCE SERVICES

The following are approximations of what the average % would be for a librarian – this varies depending upon the librarian.

45% Collection development - selects books, databases and other materials for the adult and reference collections; maintains general reference, fiction and non-fiction collections; manages audio visual collections including music compact discs, talking books, videos, DVDs and CD-ROMs;

40% Reference/Reader Advisory - 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; recommends titles, creates book lists and display

5% Programming - initiates and facilitates appropriate programs for library patrons.

5% Professional Development - keeping up-to-date on the development of electronic resources and other new media; keeping abreast of new trends in services, webinars, attending workshops provided by MLN, attending meetings and conferences

5% Administration/Clerical – includes some website maintenance

In Adult Services there is a Technology Librarian (35 hours) I think it is important to see an average breakout for her. She is part of the reference staff.

Technology Librarian

70% - Maintains the website (webmaster), maintains all the PCs- public and staff – a total of 74, maintains the server, phone system computer, and copiers and printers, conducts instruction classes for adults on PCs, databases, catalog

20% - Reference/reader advisory

5% - Collection development

5% - Professional development

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

2. YOUNG ADULT SERVICES – One librarian for 25 hours

40% - Reference/ reader advisory - provides library and information services to students in grades seven through high school and adults as well. Assists students in the selection of materials for school assignments and in choosing materials for their leisure reading.

30% - Collection Development - selects materials for the young adult collection; maintains the collection; instructs students in the use of the online catalog and databases;

25% - Programming - 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.

4% - Professional Development - - keeping up-to-date on the development of electronic resources and other new media; keeping abreast of new trends in services, webinars, attending workshops provided by MLN, attending meetings and conferences

1% - Admin/Clerical

3. CHILDREN'S SERVICES -Librarians

37% Reference/readers advisory/ circulation- provides library and information services to young children from birth to grade six and assists parents/adults as well. Assists young students in the selection of materials for school assignments and in choosing materials for their leisure. Instruct children in the use of the online catalog and databases. Assists with circulation tasks - annual circulation for the children's department is approximately 46%.

33% Collection development - 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;

24% Programming - 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;

3% - Professional Development - - keeping up-to-date on the development of electronic resources and other new media; keeping abreast of new trends in services, webinars, attending workshops provided by MLN, attending meetings and conferences

3% - Admin/Clerical

CHILDREN'S SERVICES - Circulation Assistant

60% Circulation - Checking in and checking out materials owned by Belmont and materials from other libraries, notify patrons of reserves and overdue items, issue library cards and data entry. Provides reference assistance

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

15% Delivery - packing, processing returns and reserves

20% Shelving materials - returning material to their proper place and keeping the items in alphabetical and alpha-numeric order. <some info here?>-

5% Paging list/admin/clerical - send our materials to other libraries, program prep and calendar

4. CIRCULATION SERVICES

55% circulation at front desk - checking in and checking out of all materials owned by Belmont and materials from libraries in and outside the network; notifies patrons of reserves and overdue items; reconciles fines and lost items; issues library cards; and maintains a patron database.

40% processing reserves and delivery - unpacking bins for materials being returned to Belmont and receiving materials from other libraries to fill our patron requests, packing delivery bins to send our materials to other libraries to fill patron requests and returning items from other libraries; The annual circulation for adult and young adult is over 300,000 items. These items are not just checked out but they also need to be checked in. The total annual circulation for all departments is over 525,000, keeping Belmont ranked among the most heavily used libraries in its population group.

5% - admin/clerical - prints paging list and retrieves material being requested from other libraries, and shelving materials

5. TECHNICAL/PROCESSING SERVICES

41% Acquisitions - orders, receives and invoices new materials (books, periodicals, audio visual) and processing and office supplies; creates requisitions

30% Data entry/cataloging - enters all new materials into the Minuteman Library Network's online catalog - approximately 14,000 - 15,000 items annually

20% Processing materials - prepares items with proper labels, security strips, plastic jackets to be ready for patron checkout; processes discards

5% Repairing material - replaces jackets, cases, barcodes, labels etc approximately 1,000 plus items annually

4% Admin/clerical - receives, sorts distribution of mail, check in of periodicals, maintenance of holdings information

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

A. Program Description - Adult/Reference Services

Broad Goal - Collection Development - Maintain a strong print collection at the same time as we provide new media and online resources to meet patrons' changing needs and interests

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

1. Goals – Two specific examples

- a. To increase the foreign film collection by 43%
- b. Monitor the use of the Kindles to keep up with patrons’ needs and requests

2. Program Outcomes

- a. The total holdings for the foreign film collection will be 500 at the end of twelve months by adding 150 (43%) new titles
- b. Twenty titles will be added to the Kindles quarterly

3. Description of Program

The Adult/Reference Services overview –

- selects books, databases and other materials for the adult and reference collections
- keeps 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
- initiates and facilitates appropriate programs for library patrons.

Goal overviews

1a. The last survey that was conducted for the library was in 2008 for the Long Range Plan. Respondents wanted, among many other things, to see a foreign film collection. Our goal was to develop a collection of about 500 titles within 3 years. This program outcome of adding 150 titles will complete the collection and will meet the patrons’ needs and requests.

1b. Keeping current with new technologies has always been a goal of the library. The library was fortunate to have a generous donation that helped us meet this goal. The original donation was for ten Kindles but because of patron demand, six more Kindles were purchased to help reduce the reserve waitlist for them. Now that we have sixteen available, the list is manageable and adding new titles quarterly helps keep patrons satisfied and the reserve list short.

4. Input/Output measures.

Broad Goal: Collection Development - Maintain a strong print collection at the same time as we provide new media and online resources to meet patrons’ changing needs and interests.

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees				6.35
2. Department Expenditures				\$251,694
OUTPUTS				

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

Number of number of adult items added and withdrawn				15,446 Items
---	--	--	--	-----------------

1a - Specific example

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
3. Number of Employees				.38
4. Department Expenditures				\$4,940
OUTPUTS				
Number of foreign films ordered in one year				150

1b - Specific example

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees				.012
2. Department Expenditures				\$2,376
OUTPUTS				
Number of titles loaded quarterly - 20 per Kindle-(16 Kindles) - total for the year				320
				1280

B. Program Description: Young Adult Services - Part-time Librarian (25 hours)

Broad Goal - Services - Provide information services and programs on a wide variety of topics that promote lifelong learning and personal growth for all ages.

1. Goal - One specific example

1a. Provide bibliographic instruction on databases to classes to help with homework assignments

2. Program Outcome

1a. 50% of all sophomores and senior English classes will receive instruction for their critical essay and thesis assignments.

3. Detailed Description

Young Adult Services overview -

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

- provides library and information services to students in grades seven through high school
- 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
- 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
- provides assistance to 12th grade students with their Literary Criticism thesis projects.

Goal Overview

1a. The public library has access to some databases that the high school library can not afford. Offering bibliographic instruction to the sophomores and senior English classes on their major assignments is very important for the students. Over the years the library has purchased databases specifically to assist with these topics and has developed a print collection to supplement the school curriculum. Providing instruction to 50% of the classes equals approximately 264 students.

4. Input/Output Measures

Broad Goal: Services - Provide information services and programs on a wide variety of topics that promote lifelong learning and personal growth for all ages.

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees				.71
2. Department Expenditures				\$14,035
OUTPUTS				
Number of programs annually				55
Number of people served				824

1a - Specific example

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees				.17
2. Department Expenditures				\$4,032
OUTPUTS				

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

Number of sophomore classes/students that received instruction				6 classes- 138 students
Number of Senior classes/students that received instruction				7 classes - 126 students

C. Program Description: Children’s Services

Broad Goal - Services - Provide information services and programs on a wide variety of topics that promote lifelong learning and personal growth for all ages.

1. Goal - One specific example

1a. Offer hands-on instruction to children on how to use the online catalog

2. Program Outcomes

1a. Four workshops on the use of the online catalog for children will be conducted within the year

Broad Goal - Collection development - Maintain a strong print collection at the same time as we provide new media and online resources to meet patrons’ changing needs and interests.

1. Goal - One specific example

1b. Add foreign language materials that reflect languages spoken in Belmont and taught in the schools

2. Program Outcome

1b. The children’s department will add fifty Russian language and bilingual materials (if available) by the end of the year

3. Detailed Description

Children’s Services overview -

- provides library and information services to young children from birth to grade six
- selects materials for the children’s collection
- maintains the collection of general reference, picture books, easy readers, fiction and non-fiction
- manages the audio visual collection including DVDs, books on CD, and music CDs
- initiates 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 that are funded by the Jane Gray Dustan Fund
- instructs children in the use of the online catalog and databases.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

Goals Overview

1a. Since there are no school librarians in the elementary schools, students are not taught basic library skills. The children's department will offer hands-on instruction to children on how to use the online catalog to give them the necessary skills to find materials in the library to help with homework and research papers.

1b. There has been an increase in the number of foreign languages being spoken and taught in the Belmont schools. The children's department is also experiencing an increase in patrons who come from different countries using the library. Russian seems to be the most common language. Adding foreign language materials that reflect languages spoken in Belmont and taught in the schools will benefit everyone.

2. Program Outcomes

- a. Four workshops on the use of the online catalog for children will be conducted within the year
- b. The children's department will add fifty Russian language and bilingual materials (if available) by the end of the year

Broad Goal: Services - Provide information services and programs on a wide variety of topics that promote lifelong learning and personal growth for all ages.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees				3.58
2. Department Expenditures				\$53,614
OUTPUTS				
Number of programs annually				192
Number of children served				8,225

1a - Specific example

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1. Number of Employees				.11
2. Department Expenditures				\$405
OUTPUTS				
Number workshops conducted within 12 months				4
Number of participants				32

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

Broad Goal - Collection Development Maintain a strong print collection at the same time as we provide new media and online resources to meet patrons' changing needs and interests.

Input/output Measures

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1.Number of Employees 2.Department Expenditures				3.58 \$88,464
OUTPUTS				
Number of children's items Added and withdrawn				6,630 items

1b - Specific example

INPUTS	Actual FY 10	Budget FY 11	Estimated FY 11	Projected FY 12
1.Number of Employees 2.Department Expenditures				.015 \$1,990
OUTPUTS				
Number of titles added within 12 months				50

V. Innovation

Webinars

Public libraries must keep current with the newest technologies and resources. Metrowest, our regional library headquarters (located in Waltham), provided a professional collection and training workshops for free. Because of state budget reductions, all regional offices were consolidated to one Massachusetts Library System. Now trainings are held mostly in central Massachusetts. Since the consolidation, the library has been using Webinars to keep pace with new resources.

Scanning options

Patrons often come to the library asking if they can scan a photo or document or ask if the library has a fax machine (folks still want to fax things). The library now offers scanning to email capabilities from our copiers in place of a more expensive fax service for patrons. The service, available both in black and white and in color, is working out very well.

Staffing changes

Due to budget reductions of recent years, the full-time technical services staff are regularly scheduled on the circulation desk and also help with the deliveries. This has introduced cross-training between departments. Some temporary part-time hours now float between circulation and technical services depending upon the needs of each department; temporary staff schedules have been adjusted.

Security

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

The library uses security cases to protect the high risk audiovisual material (DVDs and CDs) from theft. The cost of the cases has increased over the years and the patron demand for such items has also increased. The size of the security cases increases the width of the items, decreasing the number of items that can be shelved, contributing to the space problem. To remediate the space problem, save money and meet patron demands, the library is experimenting with a new security device that simply covers the actual disc, requires no extra case and is a third of the cost. We are using the new security device on our new music CDs. After a six month period we will review data to see if the number of items missing has remained the same, decreased or increased. If it remains constant or is less, we will then experiment with the new DVDs. If the new device is successful, conversion to the new security devices will begin in 2012 (FY13).

VI. Opportunities

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 \$13,666

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.

STAFFING

Adjust Young Adult/Reference Librarian position to be a 35 hour position \$13,957

The Young Adult/Reference Librarian position has been in existence for 12 years. The purpose of this position is to plan and implement services for young adults. Over the past seven years, the Young Adult Librarian has increased collaboration with the schools by:

- Supporting 8th graders in their National History Day projects. For the past few years, the library has offered hands-on group training along with individual help and Web site information to help students in their research.
- Supporting the 6th grade Social Studies classes (fewer classes than previous years) and 10th grade English classes to learn about resources for their major research projects <why are there fewer? Be sure it doesn't look like *our* decision>
- Supporting the 12th grade classes by offering classes to assist them on their Literary Criticism thesis projects.

The Young Adult librarian also works with the Council on Aging by

- Offering computer training classes for seniors entitled "Cyberteen Guides". During the summer, high school "Teen Techs" answer questions about word processing, surfing the Internet, the ins and outs of e-mail, sending attachments, uploading photos, signing up for and using Facebook, following and being followed on Twitter, and functions such as texting and using apps on Cell/Smart Phones.

The Young Adult librarian also maintains a teen center site on our website

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

- The Library's Web site offers services for teens through the Teen Center, including homework assistance pages developed by the YA Librarian. It also has replacement handouts for major projects (for students who *somehow* lost the originals), links to practice tests and links to college search and financial aid.

Other popular activities include the summer reading program, book review Web pages, the baby-sitting workshop, the outdoor band concert and community service opportunities. The number of students in this age group has increased along with the demand for services. This position has clearly evolved into a 35 hour position and needs to be adjusted accordingly to meet additional educational, cultural and recreational needs of this age group. The position already has benefits.

Restore some of the budget for part-time staff and library pages: \$ 36,810

Public Services part-time staff (20 hrs)	\$ 24,012
Public Services Pages (25 hrs)	\$ 9,787
Administration part-time custodian (4 hrs)	\$ 3,011

Insufficient staffing has been a concern for a number of years. Having the proper number of employees is crucial to providing excellent services. The staffing levels have been inadequate since Proposition 2 1/2. At that time the library had 31.7 full-time equivalents (FTEs), currently there are 23.36 FTEs (FY10). Although staffing levels are low, usage is high, making it difficult to meet certain goals and objectives outlined in the Long Range Plan. Programming and public service are the top priorities. More services require more staff. The part-time non-union staff cover during peak times, vacations, illness and special projects and make possible off desk time for the regular staff to weed the collection, review reports for collection development, etc. The pages are high school students who help shelve materials and keep the collection in order. Reinstating this request for funding would help to maintain the level of services expected by the community.

TECHNOLOGY

Electronic Resources/Databases \$15,000

The online databases supplement out-of-print reference collections, are very up-to-date and allow for at-home use. The majority of our databases are provided through the Massachusetts Library System and the Minuteman Library Network. Funding from the state for the databases has been reduced over the past few years.

The library would like to continue to increase its offerings of databases and keep pace with technological innovations that the community expects, but the current materials budget is insufficient. The databases range in price, usually averaging between one and two thousand dollars. Some are more expensive - Lexus Nexis (Business, legal and news) costs \$5,000. The additional money would allow us to add databases such as Chilton's Car Repair, Consumer Reports, Value Line and Interior design.

FLOOR TILES REPLACED \$7,731

The floor tiles are beginning to lift and chip on the lower level causing a tripping hazard. This is especially dangerous for women wearing shoes with heels. The tiles are original to the building and contain asbestos. There is no immediate health hazard, but it raises concerns.

Removal of tile	\$3,500
-----------------	---------

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

New tile installed \$4,231

Estimate is from 2009.

MATERIALS BUDGET

\$18,232

Restore materials Budget to 15% of the total library appropriation to fully comply with the Massachusetts Board of Library Commissioners' certification requirements. For the past few budget cycles the materials budget has only been 13.5% of the total appropriation. This decrease impacts the amount of state aid that the library receives by annually for being certified and meeting the Municipal Appropriation Requirement (MAR).

VII. Challenges.

SAFETY ISSUES

The elevator, original to the building, is out of service at least six times (on average) annually. Two patrons, on separate occasions, have been trapped in the elevator. The last time this happened the fire department had to break the cast iron door handler which was replaced with steel and will no longer break. The doors will have to be broken to free the patrons should there be another breakdown.

The floor tiles are beginning to lift and chip on the lower level causing a tripping hazard. This is especially dangerous for women wearing shoes with heels.

The building has a smoke detection system but no fire suppressant system.

ADA COMPLIANCE

Not all sections of the library are ADA accessible. The aisles between the shelving of our stack areas are only 35 inches wide and have an egress at one end only. Lack of shelving forces the library to use top and bottom shelves; this presents problems for the elderly and the disabled. The elevator is not fully ADA accessible – it does not accommodate motorized wheelchairs. There is only one handicapped toilet. The entry doors for the entire library have to be pulled open - none are automatic.

SPACE CONSTRAINTS

Keeping up with patron demands is the goal of the library; the real challenge is finding the room to add what patrons want. A perfect example is the audiovisual collection. This section is crowded into the main corridor (once the area to display art work). The lighting is poor and the space is cramped. Because the width of the aisle is so narrow, only one person at a time may be in the aisle looking at the titles on display

The children's room is another crowded space. There is really very little floor space for the younger children and only a couple of tables for the older children to do homework. The children's room with 46% of the total library circulation is always busy.

BUILDING ISSUES

The building mechanicals are all original to the building and have all exceeded their life expectancy. Maintaining a constant temperature in the building is a challenge especially when there are seven different systems.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

The roof continues to leak even though it has been repaired numerous times. A new rubber roof was installed about five years ago but the leaks continue mostly due to the ponding that occurs because the roof is concave. (The AC unit was placed on the roof after the building was constructed.)

STATE REQUIREMENTS

Meeting the Municipal Appropriation Requirement (MAR) is an additional challenge from the state. Meeting the MAR provides 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

VIII. ACCOMPLISHMENTS

- ✓ Redesigned and updated the library website and added many new features - improved navigation, offers new opportunities to find reading recommendations, learn about our unique collections, and discover what resources we have to offer.
- ✓ Developed a new logo/branding.
- ✓ Began using social networking tools (Twitter, Facebook and Flickr) to promote the library services.
- ✓ Continued to use new technologies such as the Kindle and Playaways to keep pace with patrons' requests. The library now has sixteen Kindles each loaded with 90+ titles.
- ✓ Began offering scanner capabilities to the copiers for public use - black and white and color in place of a fax machine.
- ✓ Purchased a new online tutoring service, Tutor.com, to help students with homework and assist adults with career and resume questions. One-on-one online chat sessions with a professional tutor are available every day from 2 to 10 PM through the library Web site. This costly database has been very well received by both students and adults.
- ✓ Increased programs for "Boomers," one of the larger population groups using the library. The first series is "Discovering What's Next"- topics range from careers after retirement to providing care for a loved one.
- ✓ Reference department initiated a research blog on the new website which highlights our databases and how to use them. The new website and blog will increase awareness of the databases.
- ✓ Went live with OverDrive, a new resource to provide downloadable audiobooks and e-books (electronic book) to library patrons. OverDrive allows patrons to download audiobooks to their home computer and play them on their iPod or portable devices. It is compatible with both Microsoft and Mac computers and requires the installation of free software on the computer or device you wish to use.

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

- ✓ Increased the electronic mailing list which is done through the Friends of the Library. Currently there are 800 email addresses.
- ✓ Teen Techs program was back by popular demand. High school volunteers answered questions about word processing, surfing the Internet, the ins and outs of e-mail, sending attachments, uploading photos, signing up for and using Facebook, following and being followed on Twitter, and functions such as texting and using apps on Cell/Smart Phones.
- ✓ Reference staff developed a new “Readers Corner” on our website devoted to Reader’s Advisory. New lists are added monthly and featured on the website homepage as well as on Twitter

TOWN OF BELMONT FY2012 NARRATIVE – PUBLIC LIBRARY

TOWN OF BELMONT FY2012 NARRATIVE – RECREATION

RECREATION DEPARTMENT

I. Overview

Program Responsibilities: The Department strives to provide quality year round activities for residents of all ages

Program 1: Summer Underwood and Higginbottom Pool Programs offering swimming and diving lessons and opportunities for public swimming

Program 2: Summer Sports and Activity Programs for children ages 4-14, with a wide variety of programs and activities

Program 3: School Year Programs at various locations in Town for adults and children including swimming lessons, water safety training classes, early release day activities for elementary age children, exercise classes for adults and a ski program for children, teen activities and public swimming

Program 4: Skating Rink Programs including public ice skating, youth and adult hockey programs and ice skating lessons for children and adults.

Program 5: Spring Programs

Tee ball, softball and baseball programs for children ages 4-12

Program 6: Special Needs Programming offers a wide variety of sports activities, healthy living programs and a social calendar for year round enrichment for persons with developmental disabilities

Staffing: The Recreation Department operates with 3 full time employees, 2 permanent part time employees to manage the summer programs, field house programs during the school year and the special needs programs. The Department also employs approximately 83 seasonal employees throughout the year. Several of our programs are also dependent on volunteers.

Program Outcomes/Performance Indicators: The Recreation Department indicators are primarily measured by attendance

II. Department Budget by Function/Program

Program	Salaries	Benefits	Other	Total
Summer Pool Programs	\$128,478.	\$3,917.	\$3,960.	\$136,355.
Summer Sports Programs	\$120,359.	\$4,570.	\$14,641.	\$139,570.
School Year Programs	\$87,101.	\$5,876.	\$77,221.	\$170,198.
Skating Rink Programs	\$79,857.	\$6,528.	\$3,439.	\$89,824.
Spring Programs	\$49,691.	\$10,445.	\$8,070.	\$68,206.
Special Needs Programs	\$57,525.	\$7,834.	\$6,954.	\$72,313.
TOTALS	\$523,011.	\$39,170.	\$114,285.	\$676,466.

The Recreation Department has a Director who oversees a Program Supervisor, Program Coordinator and all part time and seasonal staff. The Program Supervisor and Program Coordinator work directly with all paid seasonal staff and volunteers.

The Special Needs program has a Director who oversees paid staff and volunteers within that program. That Director is a permanent part time employee who will be retiring as of December 31, 2010. That

TOWN OF BELMONT FY2012 NARRATIVE – RECREATION

position's hours will be reduced and the Director will have fewer on site responsibilities and focus more on administration, working closely with the Program Coordinator and Program Supervisor to ensure quality and continuity of the program.

The Summer Programs (both pool and sports programs) are coordinated by a manager or Director who work with the Program Coordinator and Program Supervisor in regards to hiring, administration and scheduling of staff. The Department relies on the expertise of the Summer Programs Director and the Pool Manager to maintain the highest quality of staff and quality of the programs.

School Year Programs offer a wide variety of activities for residents of all ages throughout the fall and winter months. These include family swimming time, adult exercise and sports activities as well as the opportunity for swimming lessons and a competitive swim team.

Programs at the Vigliolo Skating rink include ice skating lessons for all ages, hockey programs for men, women and children and the opportunity for public skating for families.

Our spring programs include tee ball for the youngest baseball enthusiast and continues with baseball or softball as children progress. An adult softball league begins in the spring and continues into the summer months.

FTE	Administration	Planning	Community Relations	Total
Summer Pool Programs	4.53	.15	.15	4.83
Summer Sports Programs	3.98	.29	.29	4.56
School Year Programs	2.06	.31	.31	2.68
Skating Rink Programs	2.42	.25	.25	2.92
Spring Programs	0.01	.40	.40	.81
Special Needs Programs	0.09	.49	.49	1.07
Total	13.09	1.89	1.89	16.87

Program Description: Summer Pool Programs

1. Goals:

- a. To provide a safe and nurturing environment for children to develop a respect and love of the water.
- b. To provide residents a clean, safe recreational space to enjoy the summer months with friends and neighbors

2. Program Outcomes:

- a. 703 memberships sold to families and individuals

This number showed a significant increase over the projection of 600 due mostly to an unusually hot and dry summer. Another reason for the increase is believed to be that more families remained in Town during the summer because of the state of the economy.

- b. 678 children participated in swimming and diving classes. This increase over the projected number of 398 may be misleading due to the change in the scheduling of the lessons. Previously, a session of lessons were held for two consecutive weeks, but at the request of residents the schedule was changed to one week sessions. This change allowed families to better schedule their child's swim lessons along with other planned activities throughout the summer.

TOWN OF BELMONT FY2012 NARRATIVE – RECREATION

c. As a last minute addition in the summer of 2010 we added a variety of scuba classes. Three day clinics for children to learn to dive, Discover Scuba sessions for children and an open water certification class which gives divers the certification and ability to be able to dive anywhere in the world. Twenty people enrolled in these classes this year and we hope to have an even greater response next summer.

3. Description of Program:

The historic Underwood Pool, the first public pool ever built in the United States has long been a gathering place for Belmont residents. Generations of Belmont families have learned to swim and dive there. Toddlers enjoy the wading end of the pool which is completely enclosed. Lessons are held in that area for children 2 and older until they progress to the more advanced levels. There is major milestone in a Belmont child's life in passing the deep end test. Belmont teens depend on the Underwood Pool as a place of employment from high school through their college years. In recent years we discovered a decline in the number of children taking swimming lessons so we have adjusted the schedule to accommodate families who may be out of town for vacations and could not commit to a 2-week session. This has increased the number of children in the program. We also expanded the age of children in the program to provide lessons for children ages 2 and 3 which was a direct result of requests from residents. Two years ago we added competitive swimming and diving lessons at the Higginbottom Pool at Belmont High School to help children train for the swim teams that begin in the fall. This summer we added scuba diving at the Underwood Pool which will certify residents to dive anywhere in the world. This proved to be a popular addition for both children and adults.

INPUTS	ACTUAL FY10	BUDGET FY11	ESTIMATED FY11	PROJECTED FY12
Number of Employees	4.83	4.83	4.83	4.83
Department Expenditures	\$118,880.	\$126,39	\$133,354	\$136,355
OUTPUTS	ACTUAL FY10	ACTUAL FY11	PROJECTED FY12	
Number of Memberships Sold	669	703	700	
Number of Swim Lessons	371	678	680	
Scuba Diving Lessons	n/a	20	25	

Program Description: Summer Sports Programs

1. Goals

- a. To provide a safe and fun environment for children ages 4yrs to 14 during the summer.
- b. To provide a range of age appropriate recreational activities.

2. Program Outcome

- a. 1186 children enrolled in our sports and activity programs this summer. This number increased over the previous summer by 27 campers. These numbers have remained consistent over the years despite the growing number of camps offered

TOWN OF BELMONT FY2012 NARRATIVE – RECREATION

by private companies. We feel that we have an excellent product offered at an affordable cost.

3. Description of Program

For seven weeks during the summer the department offers Pre-School, Kids, Pre Teen and sports programs. Pre-School and Kids programs are offered to our younger campers with full or half day program options. At these programs children are provided a safe and fun environment during the summer. The Pre-Teen program is geared towards our older campers who are not interested in participating in a specific sport. The Pre-Teen program offers a variety of indoor and outdoor activities as well as a weekly field trip. The sports programs provide the campers with all the expertise our coaches and instructors can provide without the expense associated with private camps. These programs include; basketball, softball, baseball, tennis, field hockey and volleyball. These programs also offer an employment experience for high school and college students. Many of our counselors continue with us throughout their college careers and those continuing on in the education field often return summer after summer as a part time position. Their experience in the workplace with children adds to the quality of our programs.

INPUTS	ACTUAL FY10	BUDGET FY11	ESTIMATED FY11	PROJECTED FY12
Number of Employees	4.93	4.93	4.93	4.56
Department Expenditures	\$134,808	\$126,892	\$146,603	\$139,570
OUTPUTS	ACTUAL FY10	ACTUAL FY11	PROJECTED FY12	
Number of children enrolled	1159	1186	1200	

Program Description: School Year Programs

1. Goals:

- a. To provide residents of all ages recreational and exercise opportunities.
- b. To provide swimming lessons for children as young as 18months old.

2. Program Outcomes

- a. 215*(memberships are divided between school year programs and rink programs) people purchased family and individual memberships last school year. Are hopes are to at least match last years number during FY11.
- b. 64 children participated in swimming lessons last school year. We have changed the format from one ten week session to two seven week sessions which we hope will increase the number of participants, and accommodate more people.

TOWN OF BELMONT FY2012 NARRATIVE – RECREATION

3. Description of Program

During the school year we offer numerous indoor activities for residents of all ages to participate in. The Higginbottom Pool at Belmont High School is open during week nights as well as weekends for people with memberships to enjoy. Children as young as six years are able to try out to participate in our Dolphin Swim team. This program allows for 150 children to practice under the supervision of a head coach three nights a week, and to compete against local teams on the weekend.

In addition to the Dolphins swim team we offer swimming lessons for children as young as 18 months. Lessons are taught on Saturdays by certified instructors.

The field house at Belmont High School is open four nights a week under the supervision of our field house coordinator. Monday through Wednesday nights it is open for adult's only different recreation activities such as the use of the weight room, track, volleyball, and basketball. On Thursday night our biggest night of the week we welcome families.

Adult indoor soccer which is on its third year has continued to be a huge success. Capped at forty participants they are given the opportunity to play soccer indoors three nights a week through the month of March.

This year we added Zumba in place of Exercise and Interval training class. Zumba has proven to be a huge hit with adults of all ages.

Our ski Nashoba program continues to be popular for students in grades 5-12. We send five buses full of students up to Nashoba Valley for six Saturday nights in the winter where students can ski or snowboard for four hours. At the conclusion of this program we head back to Nashoba for one night of snow tubing.

The Youth Center at the Butler School on Friday nights has been a real challenge. For the past three years the center has been open to students in grades 6 through 8. Attendance has been dwindling and the program seems to just have run out of steam. We looked at other possibilities and have just begun "Friday Night Live". This new approach was something we've seen done in Newton and thought we'd give it a try. Our very first night was a success and promises to be a very popular addition. The grades now are 5 and 6, giving those opportunities that their older classmates already have through school activities. This program will be funded with the revolving fund already in place having little or no impact on the budget in FY12.

Salaries for our skating rink programs are funded out of the fall and winter salaries so will be included in the inputs here but the outputs will be shown in the skating rink programs section of this narrative.

INPUTS	ACTUAL FY10	BUDGET FY11	ESTIMATED FY11	PROJECTED FY12
Number of Employees	3.58	3.88	3.88	2.68
Department Expenditures	\$152,797	\$182,059.	\$171,139.	\$170,198.
OUTPUTS (all attendance)	ACTUAL FY10	ESTIMATED FY11	PROJECTED FY12	
Memberships Sold	215 (total split with school year programs)	429	429	
Swimming Lessons	64	74	75	
Dolphins Swim Team	149	157	157	
Youth Hockey Players	58	41	45	
Nashoba ski	241	241	241	

TOWN OF BELMONT FY2012 NARRATIVE – RECREATION

program				
Exercise Classes	42	n/a	n/a	
Zumba Exercise	n/a	50	60	
Adult Soccer	40	40	40	

Program Description: Skating Rink Programs

1. Goals:

- a. To provide children and adults with opportunities for figure skating and hockey instruction and playing time.
- b. To provide valuable time for families and children to enjoy recreational public skating.

2. Program Outcome

- a. Memberships are sold to families/individuals which allow for lessons (at an additional cost) or participation in hockey programs.

3. Description of Program

The Vigliolo Skating Rink is available for residents for public skating as well as reserved time for skating lessons and both youth and adult hockey programs. The rink is also used as the home rink for the Belmont High School hockey teams as well as the Belmont Youth Hockey Association which rents considerable time at the rink for games and practices. The rink is also rented to private groups for hockey practice or social events. Each elementary school in Town uses the rink for at least one hour per season to host a skating party for their students. Though the rink is not a modern facility, it is maintained as well as can be expected by the staff of the Dept. of Public Works. It is an aging facility but the condition of the ice is excellent. This season was the first using a state of the art sound system which was donated by the Belmont Youth Hockey Assn. This has improved the attendance at public skating sessions and has improved the quality of announcing during games for both Belmont High School teams and youth hockey teams. The inputs for this program are for full time staff and rink managers only. The rink managers are paid seasonal staff that maintain the ice and oversee the skate guards who work during public skating hours. Outputs are measured by attendance but the funding for these programs are accounted for in the School Year programs line item. Advertising space at the rink is also offered and companies pay a fee to have their signs placed either on the wall or on the Zamboni (ice making machine) unfortunately, the number of advertisers have declined in recent years since the economy has taken such a toll on small businesses.

INPUTS	ACTUAL FY10	BUDGET FY11	ESTIMATED FY11	PROJECTED FY12
Number of Rink Managers	1.75	2.10	2.10	2.92
Department Expenditures	\$55,303.	\$55,496.	\$55,748.	\$57,496.
OUTPUTS	ACTUAL FY10	ESTIMATED FY11	PROJECTED FY12	
Figure Skating Lessons	354	320	330	
Youth Hockey	58	43	43	

TOWN OF BELMONT FY2012 NARRATIVE – RECREATION

Programs				
Adult Hockey Programs	71	60	65	
Hours Rented by Youth Hockey Programs	380	380	400	
Hours Rented by Private groups	66	66	66	
Rink Advertisements	6	4	4	

Program Description: Spring Programs

1. Goal

- a. To provide instruction and team play to children grades 4 through middle school in tee-ball, baseball and softball. The goal is to teach the sport and to provide a positive learning experience in a non-competitive environment and to teach the value of teamwork and good sportsmanship.

2. Program Outcome

- a. A number of teams are formed in various leagues, divided by age and ability. Teams are coached by parent volunteers who offer their time and talent throughout the leagues.

3. Program Description

This program, known as the Conley League, is designed for children ages 4 through middle school, gives all children, regardless of their ability, a chance to play baseball or softball. Games are played during the months of May through mid-June, usually 2 nights a week at various fields throughout Town. All children are provided with a team name, tee shirt and baseball cap. We are fortunate to have the opportunity for children to play at the Belmont Hill School which frees up field space in other areas. Parent volunteers coach the teams. The tee ball program has two paid seasonal employees who assist the coaches with this youngest group of children and who are responsible for making sure that equipment is available on game day. Last season we ended the year with a family picnic and awards ceremony which proved to be a great success and we hope to continue that in future years to make it a tradition. This is truly a feel good program and a credit to community involvement.

The Department also runs an adult softball league who play at the lighted field on Concord Ave four nights per week. This league has one paid coordinator whose position is funded through the Summer Programs line item.

INPUTS	ACTUAL FY10	BUDGET FY11	ESTIMATED FY11	PROJECTED FY12
Number of Seasonal Employees	.82	.82	.82	.82
Department Expenditures	\$65,924.	\$66,053.	\$66,049.	\$68,206.
OUTPUTS	ACTUAL FY10	ACTUAL FY11	PROJECTED FY12	

TOWN OF BELMONT FY2012 NARRATIVE – RECREATION

Number of Teams/Players	48/449	54/723	55/745	
Number of Parent Coaches	72	84	84	

Program Description: Special Needs Programs

1. Goal

- a. This program’s goal is to provide athletes and individuals with special needs the opportunity to participate in a variety of sports and social activities throughout the year.

2. Program Outcome

- a. Measured by the number of participants who attend programs.

3. Description of Program

The Belmont S.P.O.R.T. Program (Special Programs Organized for Recreation Time) is a year round program for individuals with developmental disabilities. Activities that include competitive and non-competitive sports training with the option of Special Olympics competition, as well as art and social programs, draw participants of all ages. Growth continues in all of these programs, especially in social programs, as well as in programs that offered lessons in various sports, such as swimming and skating.

Overall, Special Olympics training and competition continue to involve the largest percent of S.P.O.R.T. participants. Individual and team sports welcome athletes of all ability levels. Participants from this program attend Special Olympics events and our group is continually among the largest delegation of athletes and coaches in state events. This year we sent two competitors to the National Games in Nebraska in July.

Social events and other noncompetitive activities offer participants further opportunities for recreation and personal growth. Friday night social events include movies, outings to Boston, a holiday mystery ride to view festive lighting displays, a variety of restaurants, plays, local sporting events and much more.

Younger children continue to enroll in both our swimming and skating lessons, bowling and other activities. While many of our older participants continue moving into group homes in Belmont, they are now bringing their housemates to many of our social programs, as well as other activities.

The success of the S.P.O.R.T. Program continues to be an attribute to a caring and supportive community. Timeless and tireless commitments from dedicated volunteers remain our greatest asset. Resources from local civic organizations and merchants further enhance our program. The S.P.O.R.T. program is truly grateful to everyone in the community for supporting special needs recreation, especially the dedicated Friends of Belmont S.P.O.R.T. organization.

We wish great success to our Director, who is stepping back to enjoy her retirement but will be staying on in a reduced capacity, mostly administration rather than on site supervision.

INPUTS	ACTUAL FY10	BUDGET FY11	ESTIMATED FY11	PROJECTED FY12
--------	----------------	----------------	-------------------	-------------------

TOWN OF BELMONT FY2012 NARRATIVE – RECREATION

Number of Seasonal/Part time Employees	1.08	1.08	1.08	1.07
Department Expenditures	\$89,242.	\$96,477.	\$87,929.	\$72,313.
OUTPUTS	ACTUAL FY10	ESTIMATED FY11	PROJECTED FY12	
Number of Participants	300	320	320	
Number of Programs Offered	28	29	29	
Number of Volunteers	83	85	85	

Recent Department Achievements

The Recreation Department has been able to run programs/lessons that have been our core for many years and we have continued to expand special events and activities to bring the Belmont Community together. We have been able to respond to residents requests for more public time at each of our facilities offering families time to enjoy together. The annual benefit for Belmont's Food Pantry promotes good will and community involvement at the start of the holiday season. The annual Summer Blast Off at the Underwood pool is an especially well attended event signaling the start of summer and the end of another school year for children. We have answered the call for a Zumba dance exercise class and a hockey program geared for seniors. Activities on early release days are a blessing for working parents and we hope to expand on these in the coming year. The outdoor movie we offered was well attended and if possible we would like to expand that. The transition at the Belmont Youth Center from grades 6-8 to grades 5 and 6 seems promising.

Department Challenges for the Upcoming Year:

The biggest challenge the Recreation Department is facing this year is keeping our core programs going with the increase we will have to pay in custodial fees to School Department staff. A position was eliminated resulting in additional costs. We must also be aware that the economy is still in recovery and that many families are still facing hardships. Keeping our membership and program fees available at a reasonable cost is imperative to keep families coming back year after year. We are determined to maintain a high quality staff to run programs with limited budget increases.

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 are grateful that we have been able to move most of our special needs programs to the Beech St Center saving us the rental fees we used to incur for private facilities.

Our aging facilities are a major concern. The Underwood Pool and the Vigliolo Skating rink are well past their prime and expensive to maintain.

Consequences of a Level Dollar Budget:

A level dollar budget as opposed to a level service budget will impact the Department in many ways, including eliminating or reducing the following programs/activities

Youth Recreation Hockey which has been in existence since the early 1970's

Reduce the number of students able to participate in the ski program by 53

Eliminate the night of snow tubing at the end of the ski program

Eliminate the swimming lessons held during the school year at Belmont High

Reduce the number of ice skating lessons offered by half

Eliminate the position of the monitor at the weight room at Belmont High

Reduce the dollar amount in program supplies preventing us from making any

Improvements at the Underwood Pool, purchasing needed equipment for spring or summer programs