



HEALTH DEPARTMENT

OVERVIEW:

Program Responsibilities:

Enforcement of State and local health and environmental regulations, disease prevention and health promotion activities to maximize the health of all Belmont residents is the overriding goals of the Health Department. Within those goals, the responsibilities are divided into four core 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, animal bite investigation, quarantine activities & rabies clinics are considered disease prevention activities.

INSPECTIONS:

Inspections and evaluations 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 generally fall under the State Sanitary Code, Food Code, Department of Environmental Protection regulations and associated local and state regulations for other programs. Inspectional activities include but are not limited to farmers market vendors and all retail, wholesale, dine in and take out food service establishments, non-profit and community based food service events, special events such as Town Day and the Christmas Tree lighting ceremony, housing and habitation, swimming pools, day camps, bodywork, body art, commercial and residential dumpsters, water and waste water, Title 5 Septic Systems, tanning salons and biotechnology, food establishment related complaints, asbestos projects and mercury recovery, insect and rodent complaints, general and specific nuisance and uncharacterized health complaints.

SOCIAL SERVICES:

Social services include the work primarily done by our Youth and Family Services Coordinator (YFSC) and on occasion, the Public Health Nurse. It is however, important to note that linkage to services is one of the ten essential functions of a public health program and the entire staff does in fact take great pains to provide clients and callers the assistance they need or to refer them to the proper social service agency. While client counseling and follow-up is still a major part of the work, this past year, 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 and as the financial and living conditions become more challenging for some of our veterans, the Veteran's Service Officer has become an even more valuable resource to our programs. In the last two fiscal years, requests for Veterans' services have resulted in a major increase in the amount of financial assistance provided to our 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. Investigation of food-borne illnesses and food establishment complaints as well as the 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 4.4 full time equivalent employees. Additionally, the Public Health Nurse is shared with Lexington and works in Belmont two days per week.



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During FY 12, the Youth and Family Coordinator for the department position has changed to a full time shared position, 20 hours per week at the Health Department and 20 hours a week at the Council on Aging. This position could of course provide better continuity of service if the position was changed to a 40 hour per week, 52 week a year position within the Health Department. Doing so, would allow for the development and expansion of youth based social service programs throughout the year. It is important to note that there is a significant youth population in Belmont present during the summer months, when no youth services are available from this department.

Budget:

Including Veteran's Service and salary for the Public Health Nurse (paid to Town of Lexington under professional services), the FY14 departmental budget is \$460,123 with Public Safety accounting for 30%,(\$138,037) Inspectional Activities, 30% (\$138,037), Social Services, 19% (\$87,424) and Disease Prevention, 21% (\$96,625).

PROGRAM OUTCOMES/PERFORMANCE INDICATORS

As in the past, 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.

FY13 ACCOMPLISHMENTS:

A summary of the overall FY13 accomplishments of the Belmont Health Department is outlined in section VI of this document. The following items are most noteworthy.

- The department has finalized development and has fielded a digital PC/tablet web based food inspection program that will increase efficiency for the inspector in the field.
- Cross training and deployment of the Public Health Nurse and Health Program Assistant has been expanded, thereby freeing environmental staff for other duties.

- The Department continues to participate in a five town project (Arlington, Brookline, Newton, Watertown), to provide for youth tobacco use prevention and compliance inspections.
- The department also conducted an annual review of fees and increased several categories of fees for food establishments and other essential services to better represent the work performed by the department.
- Large scale project to revise and/or modernize health regulations and protocols.
- Initiation of a more robust service tracking system for the Animal Control Officer to use in the field. This coupled with his ability retrieve records and files utilizing a "Toughbook" installed in his van has provided a more accurate accountability of his workload.

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 13).

STAFFING AND STRUCTURE:

The Health Department has four full time employees. As in FY 13, the Youth and Family Coordinator also works at the Council on Aging 20 hours per week and the Public Health Nurse (under an intra



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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, Assistant Director of Health and the Public Health Program Assistant. In order to meet program mandates, 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 Staffing Breakdown:

FTE FY 14	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	0.5	2.1
Administrative	0.4	0.6	0.1	0.1	1.2
Total:	1.3	1.6	0.8	0.8	4.5

Budget Breakdown by Program:

FY14	Salaries	Benefits	Other	Total
Public Safety	90,128	+9,074	0	99,202
Inspections	110,927	+11,167	0	122,094
Social Services	55,463	+5,583	0	61,046
Disease Prevention	55,463	+5,583	0	61,046
Other*			116,930	116,930
Totals:	\$311,981	\$31,407	\$116,930	\$460,318

PROGRAM DESCRIPTIONS:

PUBLIC SAFETY

Goals:

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

Program Outcomes:

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

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 Emergency Preparedness Consortium.

In addition to day to day operations in the areas mentioned above, the department sponsors and/or participates in "call down" facility set up drills, prepares and coordinates mass mailings of emergency preparation materials.



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In FY14 we will receive approximately \$7000 in grant money which will offset some of the regular expenses of the department. 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. Approximately 250 Belmont residents participate in the hazardous waste drop off program each year.

At the time of this report, the contract for Hazardous Waste disposal is under review and a request for proposal (RFP) for new vendors is being developed and fielded. Regulations requiring towns to address the medical waste (sharps/needles) are now in place and the Department has a robust sharps disposal program set up for residents to purchase approved disposal containers for turn-in and disposal with the Health Department. While not a substantial cost to the department, we feel the costs for the disposal of sharps should be included in the Department of Public Works budget, but 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.

Input/Output Measures:

Public Safety	Actual FY 12	Budgeted FY 13	Actual FY 13	Estimated FY 14
INPUTS:				
# of Employees	4 (+2PT)	4 (+2PT)	4 (+2PT)	4 (+2PT)
Department Expenditures <i>(*Excludes other costs)</i>	\$105,829*	\$93,350*	\$93,350*	\$102,865*
OUTPUTS:				
# Animal quarantine orders served within 24 hours	45	60	39 <i>(to date)</i>	75
# of Belmont catch basins treated with larvacide at least one time during the mosquito breeding season (April – October).	1,900	1,900	1,900	1,900
# of requests for animal related services responded within 24 hours	450	450	702 <i>(to date)</i>	850



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INSPECTIONS

Goals:

1. To provide a safe and healthy environment for the residents and visitors to the Town of Belmont
2. To comply with Commonwealth of Massachusetts regulations and mandates with regard to inspections of food service establishments.
3. 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.
4. 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.

Program Outcome:

1. 100 % of required inspections to food service establishments are completed during the reporting period.
2. 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).
3. 100 % of inspections to day camps and public and semi-public swimming pools are conducted prior to license issue.
4. 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).

Detailed Description:

Inspections and evaluations 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 but are not limited to 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 were reviewed based upon cost for service during the first quarter of FY 11, FY 12 and FY 13 and have been increased where necessary to be more comparable to area towns within our service areas based upon the cost of providing services. On average, the number of routine inspections is relatively stable, but it is important to note that the Health Department has no control over this aspect of our work.



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INSPECTIONS (Continued):

Input / Output Measures:

Inspections	Actual FY 12	Budgeted FY 13	Actual FY 13	Projected FY 14
INPUTS:				
Number of Employees	4 (+2PT)	4 (+2PT)	4 (+2PT)	4 (+2PT)
Department Expenditures <i>(*Excludes "other" costs)</i>	\$105,859*	\$93,350*	\$93,350*	\$102,865*
OUTPUTS				
# of Food Establishment inspections/follow-ups conducted as required by the Mass. Food Code.	250	250	242 (to date)	350
# of rental property inspections initiated within appropriate time frames as required by the Mass. Sanitary Code.	24	25	13 (to date)	36
# of Inspections to Day Camps and Public Swimming Pools prior to licensing.	18	20	18	20



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SOCIAL SERVICES

Goals:

- 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.
- 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.
- 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.

Program Outcome:

- At least 95% of requests for routine Youth and Family services responded to within 48 hours.
- 100% of requests for emergency or priority services to veterans responded to within 24 hours of receipt.
- 100% of appointments for Youth and Family Services and Veterans scheduled within 3 days (subject to availability of staff).

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 coordinator has been reclassified with a one grade increase due to the change of scope and complexity of her duties during the last budget cycle.

The Youth and Family Services Coordinator 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 independent clinical social worker (LICSW) providing services in a cross departmental model provides for a higher level of efficiency and continuity. While the current mix of duties is acceptable, a shift back to a 40 hour per week/52 week a year position would be more advantageous to this department so as to allow for expansion of programs and also allow the COA to implement a 40 hour per week position to extend their services.

The other major service area under social services is Veterans' Services. The Town of Belmont is required by law to provide financial aid to indigent veterans. 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 which often includes evenings and weekends.

There are several veterans receiving and continue to receive long term 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. During FY 13, the requests for aid for indigent veterans continue to be paid at an increased level and may result in a request for additional funding.



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SOCIAL SERVICES *(Continued)*

While it is almost impossible to accurately forecast a budget number on this program as we cannot predict the number of veteran's that might need assistance during a given year, or to what degree a veteran might require assistance.

Fortunately, 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.

Input / Output Measures:

Social Services	Budget FY 12	Budget FY 13	Actual FY 13	Projected FY 14
INPUTS:				
Number of Employees	4 (+2 PT)	4 (+2 PT)	4 (+2PT)	4 (+2 PT)
Department Expenditures	\$74,101*	\$88,311*	\$88,311*	\$65, 317*
OUTPUTS				
# of requests for routine services from the Youth and Family Services Coordinator responded to within 48 Hours	180	125	115 <i>(to date)</i>	Unknown
# of requests for emergency or priority services for veterans and family members responded to within 24 hours.	45	20	24 <i>(to date)</i>	Unknown
# of routine appointments completed from Youth and Family Coordinator and Veterans Agent within five days of receipt.	132	75	184* <i>(to date)</i>	Unknown



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DISEASE PREVENTION

Goals:

- To provide for the positive health profile of the residents of Belmont through an active flu vaccine administration program.
- To reduce the risk of mosquito borne diseases through an active larviciding and education program in conjunction with the East Middlesex Mosquito District.
- 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.

Program Outcome:

- Vaccinate or offer flu vaccine to 100% of the highest risk individuals during the influenza season.
- Treat at least 100% of catch basins with larvicides (this outcome measure crosses two programs).
- 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).

Detailed Description:

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. To date, the 2012 season is very quiet, with less demand for vaccine. However, regardless of the actual demand, the planning and organization of vaccination programs and clinics continue based on a "worst case" scenario.

The Health Department held one open clinic and a large number of community outreach events for under and non-insured individuals. In 2012, it was the third year that the Department of Public Health has been reporting communicable diseases to the Health Department electronically through a proprietary software program called MAVEN.

The MAVEN 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.

With the previous award of a regional prevention grant, the Belmont Health Department continues to participate in a five town regional tobacco education and compliance program along with the communities of Arlington, Brookline, Newton and Lexington.

The Department has recently revised the youth access to tobacco regulation to change the age for tobacco purchase from 18 to 19 years of age.

We anticipate another 2-3% increase in mosquito control will be requested by the East Middlesex Mosquito Control District for FY13. A large part of that increase is due to an increase in the cost of larviciding catch basins of which there are approximately 1,900 in the Town of Belmont.



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DISEASE PREVENTION

Input / Output Measures:

Disease Prevention	Actual FY 12	Budget FY 13	Actual FY 13	Projected FY 14
INPUTS:				
Number of Employees	4	4	4	4
Department Expenditures	(+2 PT) \$67,044	(+2 PT) \$82,151	(+2 PT) \$82,151	(+2 PT) \$72,146
OUTPUTS				
# of flu vaccinations provided to Town of Belmont Residents. (CY 2009-2010 Included H1N1)	1,000*	110	75 <i>(to date)</i>	<i>(Unknown)</i> <i>(depends on vaccine allocation)</i>
# of Belmont catch basins treated with larvacide at least one time during the mosquito breeding season (April – October).	1,900	1,900	1,900	1,900
# of communicable disease(s) investigated within time limits established by the Department of Public Health.	79	50	83*	<i>(Unknown)</i>



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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*
- Recreational Camps*
- Rodents and Insect control
- Asbestos and mercury recovery program(s)*
- Childhood Lead Poisoning *
- Licensing for all programs*
- Accounts payable/receivable
- Logistic support for all Department programs
- Database Management
- Website design & maintenance
- Public Information and Risk Communication
- Mandated program

INNOVATION:

As we mentioned last year, the department has contracted with Garrison Enterprises, a software development firm to develop and field a digital PC/tablet web based food inspection program that will increase efficiency for the inspector in the field. Currently, the paper and PC (File Maker™) based system of food service establishment permitting, record and data storage is combined with the paper based inspection program yielding a very unwieldy marriage of facility inspection information and licensing information.

The "Digital Health Department" food module has been proven to be a tool that increases efficiency and productivity in other local health jurisdictions including several in Massachusetts. This web based program is now fully functional within the department and is allowing the inspector to track, schedule and produce inspection (reports) more efficiently. It also allows the inspector to have the complete package of information about a facility at his or her hands while in the establishment. This is critical when looking at violation or renovation history.

The department anticipates adding several other inspectional modules (nuisance complaints and housing inspections) to the basic program in the FY 15 budget. Cross training and deployment of staff with appropriate certifications continues, we find that an improvement in efficiency and service to the public is well worth the extra effort.

As in the last fiscal year, the Public Health Program Assistant now takes a greater role in serving the public and providing technical information on routine matters, thus freeing up the Director and Assistant Director to focus on other tasks involving a higher level of technical or professional expertise.

The Public Health Nurse has continued to participate in more environmental related tasks during the year. He continues to assist in environmental related programs such as day camp inspections,



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swimming pool evaluations, food related disease investigations and lead and asbestos related complaint investigations.

As in the past fiscal year, the Department continues to participate in a five town project (Arlington, Brookline, Newton, Watertown), to provide for youth tobacco use prevention and compliance inspections.

The department also conducted an annual review of fees and increased several categories of fees for food establishments and other essential services to better represent the work performed by the department.

Lastly and certainly not the least of the accomplishments of the department were a large scale project to revise and or modernize health regulations. This year the department initiated and or revised regulations in the areas of youth tobacco access (the first town in this area to raise the age to purchase tobacco from 18 to 19), keeping and registering exotic and farm animals within the town boundaries, a regulation to regulate the disposal of fats, oils and greases (FOG) in commercial food establishments and food service establishment plan review.

Next on the revision list are changes to our housing inspection protocol and swimming pool inspection protocols. In process at the time of this report is a project to investigate and potentially regulate the nail salon industry in the town with the aim improving indoor air quality and of reducing health risk from the various chemicals utilized by the salon owners and to insure that the public is not put at risk from these same chemicals.

OPPORTUNITIES:

The department continues to look at several areas of improvement in the environmental and educational portion of our day to day responsibilities. A request for supplemental funding will be presented this year. If funds approved for a supplemental budget request, the department will restructure the current Outreach/Social Worker position to reflect a change in programmatic thrust and add a robust community health education component.

This will require that the current position of 20 hours a week for outreach be expanded to 40 hours per week with a community health education component to be built in. The result will ultimately be a 40 hour a week, 52 week a year position. It is anticipated that this position change will allow staff to re-initiate some of the programs that fell by the wayside when the youth coordinator position and program was terminated. The position will also provide opportunities for the department to initiate and expand programs for the community in such areas of disease prevention, hypertension, diabetes, obesity prevention, healthy living, etc

CHALLENGES:

As in previous years, we continue to work with what we have and provide the best service to the public. We embrace sharing of services and resources to the extent possible and actively pursue other opportunities to maximize resources. One direction the department is trying to move toward is taking an expanded role in health/prevention based education, hence the addition of a supplemental budget request for the current Outreach worker/Social worker position. "Educate as well as Enforce" has always been part of our mission and we are looking to expand that role. The shared youth tobacco education specialist position is a good example of that program Sharing the Public Health Nurse on a two day a week basis with the Town of Lexington is another example, but one that would give us more opportunities for health education at the community level. We will investigate the possibility of an increase in time for that position in the next fiscal year.

We still also live by the watch words of "Being Prepared" and are proud to be the third member of the "Public Safety" triad within the town. As always, we never know how many cases of flu or other diseases or illnesses we prevent by our efforts and we continue to try and have the staff and infrastructure available to give us the best opportunity to prevent illness or disease through education, and enforcement. Any expanded programs that will be mandated by new State and Federal Regulations) will be challenges next year and beyond.



COUNCIL ON AGING

OVERVIEW:

Mission of the Council on Aging:

The Belmont Council on Aging is committed to enriching the lives of seniors to live safe, independent, meaningful and healthy lives. The Council on Aging will advocate for and empower seniors and will provide those services necessary to achieve these goals.

In the three years following the opening of the Beech Street Center in 2009, the COA experienced substantial increases in the number of activities and programs offered and the number of people participating in these offerings. For example, the total number of people attending events, as measured by number of "sign-ins", rose by 40% in FY'12 as compared to FY'11 (see Performance Data document). While activity rates were increasing, however, staffing levels declined between FY'09 and FY'12. During the current year (FY'13), participation numbers have continued to grow, but at a slower and more sustainable rate. Currently 1,737 persons are registered in the COA database, representing a 15% increase two years in a row. However, this remains an undercount of the actual total, since there are users who do not register for a variety of reasons.

Satisfaction surveys have found a high level of satisfaction with COA programming. Based on the most recent survey (distributed and collected in October, 2012); 65% of respondents were extremely satisfied and 26% very satisfied with COA programming. In terms of whether respondents would recommend programs at the center to others: 78% would enthusiastically recommend programs to others and 17% would have no hesitation recommending to others. When asked whether there should be any changes in the type of programming offered, 78% reported no need to change the type of programming currently offered.

The Beech Street Center has attracted an increasing variety and number of evening and weekend users, adding a new layer of responsibility for the staff. The COA has been successful in managing this increase in after hours use without an increase in staffing. In fact, staffing has decreased from FY'12 to FY'13 when a part-time benefitted administrative position was reduced by 4 hours. Currently the building is being used for after hour's activities almost every day, including weekends.

Program Responsibilities:

The department has 8 primary responsibilities which are here referred to as functions.

1. **Transportation:** The COA provides and coordinates transportation services for town seniors and disabled persons, to both medical and non-medical destinations. Transportation is critical if seniors are to remain independent. The service enables seniors to perform instrumental activities of daily living such as food and medication shopping, and banking. The rides also make it possible for seniors to access medical care and meaningful activities.
2. **Social Services:** For both seniors and their families, the COA provides social work evaluations, resource identification and assistance with financial, social and safety needs.
3. **Nutrition:** The COA sponsors on-site and home delivered meals and provides other nutritional resources. While the meals are provided by and funded through Springwell, a regional and state funded non-profit organization, we provide a place for the on-site meals (the Beech Street Center) and we take the reservations for meals each day.
4. **Health and Wellness:** The COA provides an array of user-funded fitness activities (such as aerobics, Tai Chi, yoga, walking,



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fitness room program, bocce and swimming) and a variety of health education opportunities at the Beech Street Center, as well as direct health services (such as blood pressure clinics).

5. **Socialization, Adult Education & Arts:** The COA sponsors a variety of recreational, educational and arts programs at the center (listed below) and off-site, such as the senior videographer projects at the Belmont Media Center. Most of these programs are user funded and/or rely on volunteers.
6. **Volunteer Services:** The COA recruits, screens and places volunteers needed to help operate the COA. In compliance with current law, all volunteers undergo a CORI check. These volunteer services not only benefit the COA and its activities, but also provide an opportunity for the volunteers to give back to the community and keep them engaged in valuable activities. Currently there are 127 registered volunteers.
7. **Senior Trips:** The trips organized by the COA provide additional socialization opportunities for homebound frail seniors who otherwise are not able to enjoy outings. In addition, the COA also makes available opportunities for seniors to organize trips. Except for minimal administrative costs all trips are fully paid for by the participants.
8. **Rentals & After-Hour Use of Facility:** The coordination of all after-hours use of the building has been centralized through the COA for the past two years. This includes use by town departments (such as the Recreation Dept.) for programs, by town committees for meetings and public hearings, and by outside renters. Where rentals are involved, the COA confirms that all licenses (such as one-day liquor if necessary) are in place and departments (such as Police) have been notified, as well as arranging for appropriate set-up and clean-up.

Staffing:

The Department functions with 6.84 FTEs; 5.91FTEs are Town funded and 0.93 FTE is grant funded. Although many of the functions could not 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 requested for FY'14 is \$355,408. This is a decrease of 2.7% over the FY'13 appropriation. Four functions make up the bulk of the budget. They are: Transportation which makes up 32.3% of the budget, Social Services at 21.2%, Health & Wellness Services at 18.7% and Socialization, Adult Education & the Arts at 17.6%. The rest of the budget is composed of volunteer services (3.4%), coordination of rentals and after hours programming (2.4%), nutrition (2.5%) and senior trips (1.9%).

Program Outcomes/Performance Indicators:

These indicators are discussed below under each function.

FY13 ACCOMPLISHMENTS:

- **New BelderBus Vehicle Awarded and Received.** The new more comfortable vehicle took its maiden ride on June 11. It is more fuel efficient and rides more smoothly than the old vehicle.
- **Expansion of Funding from Private Businesses to Include COA \$3,000 grant from Mount Auburn Hospital, for transportation services.** This is in addition to Cambridge Savings Bank on-going grant of \$2,500 each year for personal safety alert devices to qualified seniors and for the BSC Fitness Room Program.
- **Enhanced Programming and Services to Integrate South Asian Culture in Belmont Community.** As a result of a \$4,000



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grant in FY12 for outreach to the South Asian seniors, the Center offers free Indian lunches once a month for all seniors, a special "Indian Christmas" community event and expanded opportunities for mixing of cultures and social work outreach to this under represented part of the local senior community.

- **Opening and Functioning of Fitness Room Program** This fully equipped room has been functioning very successfully since it opened this past March. There are 78 current memberships, and room is being used continuously with members reporting high satisfaction. The program has been financially self-sustaining.
- **Improvements in Rentals Program** There was an increase in revenues yet a reduction in cost, as measured by staff time devoted to administering the program.
- **Enhancement and Fully Subscribed Holiday Season Events** During this past holiday season a record number of people subscribed to the Thanksgiving and annual December holiday party. Over the holiday week there were a record number of festive activities and people attending, including a symphonic concert that drew in about 300 attendees (not just seniors) and 3 dress rehearsals which made the concert available to seniors who could not otherwise attend the major event.
- **Ballot Initiative Forum** The COA initiated a new type of community program during the election season. A community forum was conducted in October at the center and facilitated by the director, on the Ballot Initiative regarding Physician Aid to Facilitate Death. This community service was televised a few times on local TV before the Nov. election.
- **Enhanced After Hours Special COA Events** At no extra cost to the town, after hours programming has been growing. It includes

the Tuesday evening weekly programming and 5 different and large COA sponsored events.

- **Bocce Court** At no cost to the Town and thanks to the generosity of the Friends of the COA a bocce court was installed in September. It was utilized and will open again in the spring.

DEPARTMENT BUDGET BY FUNCTION:

FY14	Salaries	Benefits	Other*	Total
Transportation	\$ 98,515	\$9,769	\$7,871	116,157
Social Services	\$ 64,660	\$5,940	\$5,166	\$75,767
Nutrition	\$ 7,625	\$553	\$609	\$8,787
Health & Wellness	\$ 57,035	\$4,733	\$4,557	\$66,326
Socialization, Adult Education & Arts	\$ 53,680	\$4,608	\$4,289	\$62,578
Volunteer Services	\$ 10,370	n/a	\$828	\$11,199
Senior Trips	\$ 5,795	na	\$463	\$6,258
After-Hours Facility Coordination & Rentals	\$ 7,320	\$336	\$585	\$8,242
Totals:	\$305,001	\$25,942	\$24,370	355,313

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

** Transportation Other includes gas and vehicle repair and maintenance

GRANTS, VOLUNTEERS & DONATIONS:

In addition to the Town's appropriation, the COA relies on a variety of other resources. The value of volunteer labor is incorporated here at the rate of \$15.39 an hour (EOEA recommended value in FY'06). Federally funded labor from National Senior Network is valued at \$10 per hour. The COA also receives funding from state grants and from individual and organizational donations such as from the Friends of the COA. The total of outside funding is \$264,082, of which the majority is



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the value of volunteer hours. The breakdown is: \$208,735 in volunteer labor, \$40,156 in grants, \$9,310 in National Senior Network labor, \$5,486 in transportation donations, \$3,500 in program donations.

STAFFING AND STRUCTURE:

Staffing by Function (FTE)	Mgmt	Direct service	Admin	Total
			Clerical	
Transportation	0.1	1.918	0.013	2.031
Social Services	0.3	0.809	0.142	1.235
Nutrition	0.1	n/a	0.015	0.115
Health & Wellness	0.54	n/a	0.444	0.984
Volunteer Services	0.1	n/a	0.315	0.415
Senior Trips	0.07	n/a	0.0315	0.102
Socialization & Arts	0.62	n/a	0.338	0.958
Facility Rentals	0.07	n/a	n/a	0.07
Total	1.9	2.727	1.283	5.91

The distribution of the 5.91 Town-funded employees across functions is shown in the table below. In the column for "direct service" a number of rows are empty; the Town budget does not pay for these services and programs. Instead, these services are provided on a fee-for-service basis to the seniors, are staffed by volunteers, or are outsourced to an organization that relies on grants and state/federal revenue sharing.

The staffing structure can only be fully understood if the non-Town paid personnel is included in the number of persons who support the functions. Non-Town personnel include 2 part-time grant funded staff

(a 0.5 volunteer coordinator and 0.3 driver position, paid with grants totaling \$28,070), approximately 120,470 hours of volunteer hours (FY'10 figure), 1 FTE trainee from National Senior Network (a federal agency), services outsourced to other agencies such as Springwell for Nutritional Services, and the many instructors and recreational providers whose fees are paid for through participant fees. Those fees are collected through the Revolving Fund.

GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

Goals:

- Assist elders to maintain independence by providing transportation to medical appointments
- Assist elders to maintain independence by providing transportation for food shopping, personal business and socialization opportunities
- Assist in identifying seniors who may need additional services

Program Outcomes:

- Percentage of those needing rides who are accommodated
- Percentage of center operating hours when vehicle is in use

Detailed Description:

COA transportation services are a critical function of the agency. As elders age there are many factors which interfere with driving.

The transportation services enable seniors to reach their medical destinations and other destinations critical for their ability to remain independent. The COA uses 2 town-owned vehicles. One is an 8 passenger van, the purchase of which was funded primarily by a state grant in 2008 and used for medical and some non-medical destinations.



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The other vehicle, named the BelderBus, is a 16 passenger vehicle used for grocery and mall shopping as well as rides to the senior center. It is also used for small outings and as back up for the smaller vehicle. The purchase of the BelderBus was largely funded by a grant from the state's DOT. It has been in use since mid-June 2012. This past year the COA applied for and received a grant of \$3,000 from Mount Auburn Hospital to help support transportation services. The single largest donation from an individual to the COA this year was \$1,000, given in appreciation of the transportation services.

This year saw a dip in ridership from FY'12 although when compared to FY'11 it was comparable. This is a result of a variety of factors:

- 1) We experienced a particularly large increase the year before by people using the service for the new meals program. Since then many people have found other forms of transportation such as carpooling among those coming for lunch.
- 2) As older passengers become too frail to use the service, younger seniors have not taken their place.
- 3) The mild winter meant there was less of a need than the previous winter because bad weather makes seniors less confident driving themselves.
- 4) The number of very disabled passengers has increased by a factor of 3. They require much more time to transport than a typical rider. This does not mean that more physically able riders have been displaced; it is just that they have filled in some of the gap in drivers' time.
- 5) Finally, it has been the case that in the last 5 years there has been some change in the where clients get their healthcare. Whereas 10 years ago Mount Auburn Hospital was a major destination for healthcare needs, there are a large number of small clinics further out of Belmont.

The COA has revised its transportation service recently to reach out to such destinations in Waltham and Lexington, so that rides for FY'13 should increase from the previous year.

While there is no legal mandate to provide transportation 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 \$37,156, close to 10% of the current COA operating budget. It should also be noted that the COA collects donations from the riders. The revenues for FY'12 were 5486.

The COA continues to evaluate its transportation delivery system. It is important to bear in mind that public attention and the legal system continue to focus on the issue of the dangers involved in driving at a very advanced age and/or with diminished sensory capacities.

Alternative attractive transportation is essential for older drivers to be willing to give up their vehicles. Since the COA benefits from having 2 social work interns this year, we are conducting special outreach to residents 85 and older with an emphasis on exploring their transportation needs.

Input / Output Measures:

As shown in the following table, there was a slight decrease in staffing levels devoted to transportation in FY13 and this new level is expected to continue in FY14. This decrease reflects a change in the allocation of staff time among functions and programs to more accurately reflect how the staff spend their time.

In other communities the social work staff, not the transportation coordinator, counsels residents about transportation options and fills out applications for the MBTA Ride, etc. Therefore, this portion of the transportation coordinator job is now apportioned to the social service FTEs. Also, that portion of the coordinator's time spent managing the medical equipment loan program now is assigned to the social service



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FTEs. In addition, one of the drivers spends 4 hours per month delivering Senior Notes to a variety of locations around town (including restocking). This is a program service and is not considered a transportation service.

INPUTS	Actual FY 11	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY'14
Number of Employees	2.6	2.6	2.031	2.031	2.031
Department Expenditures	\$130,967	\$136,262	\$117,720	\$117,720	\$114,797
OUTPUTS					
Number of medical rides	1,622	1,700	1,655	1,655	1,655
Number of non-medical rides	5,351	4,314	5,360	5,360	5,360



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SOCIAL SERVICES:

Goals:

- Elders will receive all necessary social services to maintain independence and highest quality of life in their homes
- Elders at risk will obtain necessary services to be safe in their homes or in other appropriate settings
- Family caregivers have necessary support to assist elder loved ones

Program Outcomes:

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

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, the director facilitates 2 monthly support groups for family caregivers and assists individual caregivers as the need arises. Also this fiscal year there are 2 social work interns who are 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.

In addition to the above, the social worker is involved in non-direct client services. This includes assessments of clients for eligibility to receive Cambridge Savings Bank grant -funded 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 to train seniors in the use of video technology.

Although the social worker and director provide the bulk of service in multi-problem and complex cases, various 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 federal program which funded the Chinese speaking social worker ended yet the Chinese only ESL program it established continues at the center through a volunteer instructor. The state grant sought last year for a South Asian outreach worker was awarded. The outreach was conducted for three months. Fortunately, the same social worker was able to continue outreach to the community and provide social work services for the remainder of this fiscal year as a graduate social work intern at Simmons School of Social Work. Included under the umbrella of social services is a variety of other supportive services. They include the volunteer professional services of a financial adviser and public, legal service provider and volunteer assistance with tax preparations sponsored by AARP.

Social service demand increased substantially in FY'12 and that increased level is continuing. The need for social work presence in the summer months remains -- the COA is re-submitting a request for summer social work coverage. Please see attached budget supplemental request. Currently the director serves as the social worker for the summer months, as the social work position is only funded for 10 months. In July and August, 2011 (FY'12), social service case interactions increased by 57%, and the same number of case encounters occurred this past summer. As with last year, the director has applied for a social work intern for the coming summer months.



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However, only a few social work programs offer a summer term and it is unlikely that the COA will get an intern this summer.

Input / Output Measures:

INPUTS	Actual FY 11	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY'14
Number of Employees	0.9	0.963	1.235	1.235	1.235
Department Expenditures	\$62,431	\$64,651	\$77,420	\$77,420	\$76,726
OUTPUTS					
Number of elder client consultations*	462	665	462	665	655
Number of information & referral requests	297	270	270	270	270
Number of family caregivers served	45	50	50	50	50

The increase in the dollar amount reflects the shift in apportioning of the director's time since the COA has added a social work internship

program which requires director oversight, and also includes that portion of the transportation coordinator's time spent providing social service.

NUTRITION:

Goals:

- Elders in the town will have access to nutritious meals regardless of ability to pay
- Homebound elders will have access to nutritious meals and safety checks without regard to ability to pay

Program Outcomes:

- % of attending clients who are satisfied with quality of meal and service at the site
- % of homebound clients who are satisfied with overall service

Detailed Description:

The COA sponsors on-site and home delivered mid-day meals, 5 days a week. We provide a place for the on-site meals (the Beech Street Center) and we take the reservations for meals each day. The meals are provided by and funded through Springwell, a regional and state funded non-profit organization. The COA also provides other nutritional resources.

Input / Output Measures:

The bulk of the cost and labor used to maintain the nutrition program is provided by Springwell under a federally funded program meant to prevent any senior from having to go hungry. The home delivered meals program has a secondary purpose of providing a safety check; the secondary purpose of the on-site meal program is to prevent isolation and its negative consequences. Both programs operate 5 days a week throughout the year. For holiday celebrations at the center, Springwell provides special meals.



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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, taking 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. Last year's prediction that as the program becomes better established the numbers will increase, has proven to be the case.

In response to a request made by the Board of Health, the center coordinator is now SafeServe certified. This means that the COA is taking more responsibility for food safety, not just for the Springwell program but for all kinds of food events, including the rentals.

INPUTS	Actual FY 11	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY14
Number of Employees	0.136	same	0.115	0.115	0.115
Department Expenditures	\$9,739	\$9,739	\$9,004	\$9,004	\$8,885.20
OUTPUTS					
Number of meals served	8,292 meals	8,825 meals	8500 meals	8,500 meals	8,500 meals
at lunch site *	411 elders	479 elders	479 elders	485 elders	485 elders
Number of meals served to homebound elders*	8,091 meals 76 elders	10,944 meals 90 elders	8041 meals 76 elders	11,000 90 elders	11,000 90 elders

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

HEALTH AND WELLNESS:

Goals:

- Enhance elder health by providing access to a variety of fitness activities
- Enhance elder health by providing access to a variety of health education opportunities

Program Outcomes::

- % of seniors who are satisfied with classes/programs they attend

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, and ballroom dancing. Personal coaching is also available. Instructional costs for these programs are paid by the seniors enrolled in the classes through use of the Revolving Fund.

The biggest addition to Health and Wellness programming has been the fitness room program. The fitness room, located on the second floor of the building, has been up and running since March 2012. Staff time involved in the program is devoted to controlling access to the room, providing minimal supervision, collecting fees and paying the instructor for orientation sessions. Fees and instructor payments are posted to the Revolving Fund. The fitness room program has been self-sustaining from the beginning.

An outdoor bocce court was installed in September 2012 in response to requests by the senior community. The court was funded by the non-profit Friends of the Belmont COA.



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The COA succeeded in finding a swim program for seniors in the Town once the pool at the high school became unavailable. The COA now partners with the Fernald School where a heated indoor pool and free senior swim program is available two times a week. Registration is administered through the COA and transportation is made available. Twice monthly ballroom dancing sessions have been added to fitness programs. They are conducted on Friday afternoons and managed by a volunteer.

Another major component of 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 with grant funded instructors), to workshops by 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. Nurse volunteers operate the weekly blood pressure clinic. A podiatrist and physical therapist also provide consultations, on a fee for service basis, several times a month.

A small but valuable component is the medical equipment loan program where 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 11	Actual FY12	Budget FY13	Estimated FY 13	Projected FY'14
Number of Employees	0.86	0.86	0.984	0.984	0.984
Department Expenditures	n/a	n/a	\$68,350	\$68,350	\$66,461.30
OUTPUTS					
# Individuals participating in health & wellness activities	611	728	728	750	750
# of seminars, courses and workshops providing health education	12	15	15	18	18

SOCIALIZATION, ADULT EDUCATION & THE ARTS:

Goals:

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

Program Outcomes:

- Percentage of program participants who are satisfied with program attended



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Detailed Description:

The COA sponsors a variety of recreational, educational and arts programs at the center (see below) and off-site, such as the senior videography projects at the Belmont Media Center.

Current List of Activities With Total Number of Participations:

"Bel-Aires" – Choral Program	933
Art Classes (Painting, Card Making, Quilting)	558
Piano lessons	155
Knitting Round Table	631
Bridge – various groups	1,644
Texas Hold'em Poker	326
Mah Jongg	510
Bingo	1,250
Computer Classes/Tutorials	340
One-on-One Digital Camera Use	38
Hot Topics Conversation Group	47
Book Discussion	123
Afternoon Movies	204
Concerts and Live Theatrical Performances	900 (estimate)
Local Artist Exhibits	101
Educational Seminars	240
Intergenerational Programs	87
ESL (English as a Second Language)	688
Video Production and Community Service Programs with Belmont Media Center	73
Group Day & Overnight Trips with Transportation	640
Pool Table	878

Over the past year emphasis has been placed on programming that is inclusive of all of Belmont seniors. To that end the COA sponsored an "Indian Christmas" program in October and monthly South Asian luncheons. In addition, programming to encourage diversity is planned on an on-going basis with the Town's Human Rights Commission.

There is a new emphasis on expanding adult education, particularly during the after hours on Tuesdays. The goal is to attract more younger seniors. Trips to programs at Cambridge Center for Adult Education were offered this past fall as one of the steps being taken to forge a partnership with that center and/or to glean ideas for programs at the center.

Input / Output Measures:

INPUTS	Actual FY 11	Actual FY 12	Budgeted FY 13	Estimated FY 13	Projected FY'14
Number of Employees	0.94	0.94	0.984	0.984	0.984
Department Expenditures	n/a	\$48,335	\$64,453	\$64,453	\$62,551.81

OUTPUTS

# Event "Sign-Ins"	8,315	9,030	9,030	10,000	10,000
# of Programs	40	50	40	65	65

The higher portion of FTEs and budget for FY'13 reflects a greater percentage of staff time on these programs, not an actual addition of staffing.



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VOLUNTEER SERVICES:

Goals:

- Programs and services otherwise not possible to provide to elders will be available from volunteer assistance
- Elders and community members will have access to meaningful work and activity

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 exist at all without them. For example there is a 19 hour volunteer travel coordinator who, working with our outside travel providers, handles the lion's share of scheduling day and overnight trips. See next section for more information on senior trips. The library would not function without the volunteer librarian, nor would there exist revolving art exhibits without the volunteer curator. Social services such as the aforementioned SHINE program (see description in Function #2) and tax preparation assistance also would not be possible without volunteer help.

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 fulfilling their community service obligations. For many seniors, volunteer opportunities prevent isolation related problems, and for the disabled and unemployed they provide skill development and confidence building. The COA provides sensitive job training and extra support to volunteers with special needs.

Input / Output Measures:

INPUTS	Actual FY 11	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY'14
Number of Employees	0.4575	0.4575	0.415	0.415	0.415
Department Expenditures	—	—	\$12,388	\$12,388	\$11,198
OUTPUTS					
# Volunteer hours	13,563	13,563	13,600	13,600	13,600
# of Elders & Community Members placed	140*	140	145	145	145

While the volunteer coordinator is a grant funded position, and thus does not appear in the table above, the COA does provide clerical (and a small amount of management) support to the volunteer program. Due to a variety of administrative requirements by the schools of social work, management of the social work internships involve administrative time for the social worker and the director. This clerical and management support comprises the 0.415 FTE shown above. The percentage of FTEs dropped for FY'13 and FY'14 because the volunteer crew is more stabilized, thus requiring slightly less administrative time. Also, the Cristo Rey High School crew required a good deal of supervision time. That partnership ended when the school moved to W. Roxbury; the parents did not want their children's work placements to be such a long commute.



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SENIOR TRIPS:

Goals:

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

Detailed Description:

The travel program has several different components. A volunteer handles coordination of day and overnight trips that are of interest to a broad group of seniors. The costs of the trips are paid for by the participants. Occasionally the travel company involved will issue a commission to the COA for organizing a group trip. The COA staff assists in organizing the yearly senior discounted Boston Symphony Orchestra rehearsal subscriptions as well as several trips a year for individuals who need more assistance to access the outdoors and additional cultural and social stimulation that the center does not offer. This past year those trips included two Concord River boat trips. In all cases, the cost of the actual outings is paid by the participants.

Input / Output Measures:

INPUTS	Actual FY 11	Actual FY 12	Budget FY 13	Estimated FY 13	Projected FY14
Number of Employees	0.106	0.106	0.106	0.102	0.102
Department Expenditures	—	—	\$7,069	\$7,069	\$6,258.05
OUTPUTS					
# Participants of trips organized by volunteers	174	248	174	248	248
# Participants in special COA organized outings	65	70	65	90	95



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AFTER HOURS FACILITY COORDINATION & RENTALS:

Goals:

- Maximize revenues for the Town through event rentals
- Provide a venue for town groups and individuals who seek event and/or meeting space after center operating hours.

Detailed Description:

The COA is responsible for coordinating rentals as a revenue enhancer for the community. In addition, coordination of all other after hours use of the building is also centralized through the COA. It should be noted that the department expenditures listed in the table below signifies the work involved in both rentals and the numerous after hours non-rental events. The percentage of staff time devoted to this program has declined because: 1) now that booking tasks have become routine less time is needed to carry them out, 2) no staff time is devoted to marketing any longer, and 3) some streamlining of tasks has been put into effect.

Input / Output Measures:

INPUTS	Actual FY 11	Actual FY 12	Budget FY 13	Estimate FY 13	Projected FY14
Number of Employees	0.15	0.15	0.15	0.07	0.07
Department Expenditures	n/a	n/a	\$18,071	\$18,071	\$8,529.79
OUTPUTS					
Amount of Revenues from Rentals	Jan.- June. only \$2,685	\$11,530	\$4,975	\$4,975	\$4,975
# of Recreation Dept events	46	140	140	140	140
# of other Town Functions *	50	50	80	50	50

** This includes town department and committee meetings, public hearings, and use as a polling place for two precincts*

In the table a slight increase in revenues is anticipated if a 10% increase in rental fees is adopted.



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INNOVATION:

The major innovation over the past year has been expansion of programs. Additions to programming have included the fitness room program, the bocce court, adult educational programming during after hours on Tuesdays and a twice monthly open dance. The request for a swimming program was met successfully in the partnership with the Fernald School. Social work availability has expanded as a result of an additional internship this year. There has also been expansion of existing programs, the fastest growing being the duplicate bridge program. Multi-cultural programming has expanded to include a monthly Indian luncheon. The expansion of programs, the greater number of participants over the previous year (15% increase) and participation rate in programs over the previous year (40% increase) makes the task of seeking efficiencies a necessity. The rental program, in particular, has been made more efficient with streamlining of tasks and greater familiarity with rental events expertise. Finding new funding sources is another innovation. To this end the director reached out to neighboring healthcare facilities whose patient base benefits from COA transportation services. As a result of these efforts Mount Auburn Hospital awarded the COA \$3,000. Lahey Clinic was unable to commit this year but encouraged the COA to apply next year, which we will do.

OPPORTUNITIES & CHALLENGES:

The biggest challenge remains the same as in recent years, namely funding remains stagnant while programs continue to expand. Such expansion is the result of the needs and wishes of the community. As can be seen in the information presented in the tables above, the numbers of seniors participating in COA programs and services has increased across the board. It must be noted that COA staff have taken an active role in increasing collaboration and cooperation with other

town departments and taking the lead in providing social services not only to seniors but to residents of all ages.

The COA has partnered with other town departments in the following ways:

- Coordinating space for a variety of programming at the center including elections
- Sharing transportation resources with Recreation Department's SPORT program and offering that program social service consultations and space for programming
- Coordinating with public safety officials on emergency and disaster preparedness, both for specific events and long term planning.
- Providing the community with a haven from heat and other special environmental events

The COA provides services to non-senior residents in need in the following ways:

- Transportation This service is available to disabled adults under age 60, as space permits
- Volunteers For many in the community volunteering has become a useful way to gain skills and develop confidence for those unemployed. The COA provides a supportive environment for non-senior adults and select groups of students who wish to expand their work skills
- Social services The fuel assistance, free tax preparation assistance and health insurance counseling are utilized by residents of any age in the town. Counseling is available to families who are caregivers of seniors or disabled adults. A social service directory for the Town is being written and will be made available to the public in early Spring 2013.



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- Programs Intergenerational programming is planned throughout the entire calendar year and includes the yearly ice cream social and musical programming.

Currently the Human Rights Commission, in conjunction with the COA and Belmont High School, are engaged in a special intergenerational videotaping project designed to celebrate the diversity of the center. The library and COA partner for adult education programming set at the center. Local pre-schools and day care centers come for inter-generational programming.

The COA has taken the lead in many of the above service endeavors despite a slight reduction in staffing. As a result of an administrative position turnover, the 21 hour position was reduced to 15 hours per week in FY'12. The new fitness room program (which is available to all Belmont residents age 50 and older) has stretched staffing capacities as has the new push for more adult education programming (which are available to all adults in Belmont). In general, meeting the particular needs of growing population of the frail old as well as the emerging "boomer" generation will pose more challenges in the coming years.