

Town of
Belmont
MASSACHUSETTS



**Fiscal Year 2021
Budget Recommendation
February 10, 2020**





Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

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JONATHAN MARSHALL

To the Honorable Select Board:

Cc: Warrant Committee

Cc: Residents and taxpayers of Belmont

Overview

I herewith submit for your consideration the Proposed FY21 Operating Budget for the Town of Belmont. I want to thank the team that helped pull this together; Glen Castro, Jon Marshall, Pam Callahan, Matt Haskell and all the Department Heads. The total Proposed Budget of **\$136,581,778.00** represents an increase of **\$8,265,689.00**, or **6.4%**, over the FY20 adjusted budget.

The Proposed Budget reflects **\$3,400,000.00** in Free Cash to balance the FY21 budget, delaying an operating override request until FY22. The Town's Free Cash Certification was **\$8,106,817.00**, which was relied upon heavily as a one-time revenue source to be able to balance the FY21 budget. The Town's total budget reflects a blend of a level funded and level service budget, to that note the School's budget has not yet been certified by the School Committee. The FY21 Budget continues to utilize the additional capital funds provided in FY15 operating override to support sidewalk repairs (**\$226,147**) and additional funds for the Pavement Management Program (**\$1,768,254**). The remaining funds received as part of the 2015 override were exhausted in the FY20 budget, creating a circumstance where the Town will need to request an operating override to fund the FY22 budget. Without the use of these funds the current level of services cannot be maintained and reductions in services would be required.

A net increase in State Aid of **\$571,947.00** contained in the Governor's Proposed Budget for distribution to Belmont has been included in the Proposed FY21 Budget. However, this additional State Aid amount is not final and is subject to revision when Legislative Budget Proposals are submitted as part of the State Budget Process. It is anticipated that any additional State aid funds will be used to further reduce the amount proposed to fund the FY21 Budget from Free Cash.

Belmont is not unlike other municipalities which budget revenue at the Proposition 2½ Property Tax Levy Limit and derive a majority of their property tax revenue from residential properties to balance revenues and expenditures on an annual basis. Absent significant and consistent increases in property tax revenues from new growth, State aid, non-property tax revenues or the use of cash reserves, the

annual budget process will continue to be an ongoing challenge and be the primary driver in the structural deficit.

Budget Process

This year the Town budget process started in September 2019. The Financial Task Force II was created by the Select Board to determine if an operating override was needed for FY21. To be able to answer that question the FY21 budget process needed to begin in earnest, with estimated revenues and "Fixed Costs." Fixed Cost budget items include State Charges and Assessments, Debt Service, Pension, Minuteman Vocational School Assessment, Reserve for Property Tax Abatements (Overlay) and an allocation for Capital Road and Sidewalk Improvements. Fixed Cost items are funded independently from Town and School allocations. This estimate is done in collaboration with the Select Board, Town Officials and the Warrant Committee.

Town and School officials used these targets to develop a balanced Proposed Budget. However, it was understood that changes to these preliminary estimates would be made to available revenues and "Fixed Costs" based on additional information being received prior to the budget submission date. The "Fixed Costs" are mandated by statutory and financial regulations. This is not unusual and is part of the budget development process since initial estimates are generally conservative so as not to result in a significant reduction in initial allocation amounts to Town and School

The total available revenue amount contained in this proposal is **\$136,581,778.00** for the FY21 Budget, which is an increase of **\$8,265,689.00** or **6.4%** over FY20. Estimated "Fixed Costs" total **\$30,838,276.00**, which is an increase of **\$6,604,204.00** or **27.3%** from FY20, leaving **\$105,743,502.00** in available funding for Town, School and Capital Budgets. This resulted in a **\$62,506,441.00** FY21 School Budget, which is a **\$1,856,990.00** increase or **3.1%**, **\$41,761,793.00** FY21 Town Budget, an increase of **\$117,459.00** or **0.3%** and **\$1,475,268.00** FY21 Capital Budget, which is an increase of **\$36,882.00**, or **2.5%**. The sidewalk repair budget is part of the Fixed Cost category. *Please see the attached titled FY21 Revenue Assumptions.*

The table below reflects the percent of total budget by category which includes combined Town and School's operating budget, fixed costs, and capital discretionary.

		Operating	Fixed Costs	Capital
Town		\$ 41,761,793	\$ -	\$ -
School		\$ 62,506,441	\$ -	\$ -
Total	\$ 136,581,778	\$ 104,268,234	\$ 30,838,276	\$ 1,475,268
% of Total Budget	100%	76%	23%	1%

*The Town's operating budget by function totals **\$41,761,793** for all salaries, non-salaries, capital outlay, employee benefits, and fixed costs.*

<u>Town Operating Budget</u>	<u>FY21</u>
Total General Government	\$ 4,757,499
Total Insurance Benefits	6,406,077
Total Public Services	14,034,677
Total Public Safety	13,283,803
<u>Total Human Services</u>	<u>3,279,737</u>
Total Town Operating Budget	\$ 41,761,793

\$ 62,506,441

**Total School Operating Budget
(Includes Health Insurance, Medicaid, Worker's Comp., Unemployment)**

<u>Fixed Costs</u>	
Total State Charges	\$ 1,923,501
Total Pavement and Management	1,768,254
Total Roads	226,147
Total Debt & Interest	15,560,211
Total Retirement	9,165,156
Total Minuteman	1,355,007
<u>Total Overlay</u>	<u>840,000</u>
Total Fixed Costs	\$ 30,838,276

Total Town Discretionary Capital Projects \$ 1,475,268

Grand Total \$ 136,581,778

In developing the budget, Town Department Heads were asked to review their budgets to ensure that they were as streamlined as possible. This is the second year that Town Departments were asked to not increase or reduce line items, which is placing a strain on the services they provide to the community, because they are asked to do more with less. Police, Fire, DPW, Facilities and the library deferred their outlay (minor capital) for FY21. These include items such as police cruisers and fire turn-out gear. A more detailed list of deferrals is below. Additional guidelines included that any non-union COLA's would stay at 1%. All union contracts are up on June 30, 2020, which puts the Town in a position where it does not have an estimated amount for COLA's for all union personnel. For non-union employees, I implemented a merit increase, based on performance. For the coming year we have not set aside funds to address merit increases or funds for unions that have not settled.

Health insurance has been budgeted to increase **4%**. The projected increase is due to the implementation of health plan design changes voted by the Select Board. The new health plan design brings the Town in close alignment to the State's GIC plan. Health insurance will continue to be a budget buster as we look at the five year forecast. The School recently made a change to the employee/employer split that states any new nonunion personnel hired by the School will have a 75/25 split, which is now 80/20. Savings will not be seen right away with the cost shift but overtime there will be considerable saving from this change. That leaves only the School union personnel that hold an 80/20 split.

The Town's Health insurance increase **\$196,826.00** or **4%** total **\$5,117,491** from FY20. The School's Health insurance increase **\$357,773.00** or **4%** total **\$8,267,301.00** from FY20.

Department Heads submitted their FY21 Budget requests to the Town Administrator in early October 2019. Department Heads met with the Town Administrator to review budget requests. After careful review and analysis, I am pleased to present the Town Administrators proposed budget requests.

Revenues

The following is a summary of the major revenue sources used to fund the FY21 Budget.

FY21 revenue estimates were developed in collaboration with the Select Board and Warrant Committee. Non-Property Tax Revenues have been increased based on prior year actual receipts and current year estimates. *See attached titled FY21 Revenue Assumptions.*

One Time Funds

The use of one time funds is a major reason that we were able to delay an override until FY22. The following is a breakdown of the onetime funds being used in the FY21 operating budget.

1. Water/Sewer Enterprise Funds

The Water/Sewer Enterprise Funds have deferred water expenses for the Town in the FY21 budget in addition to recalculating the indirect costs in the FY20 budget to reflect true administrative costs that the Town incurs. The total amount we are receiving from the Water/Sewer Enterprise fund for FY21 is **\$1,183,000.00** to cover employee administrative cost by the General Fund.

2. Belmont Electric Light Department

The Belmont Light Department along with the Town Administrator's office have altered the PILOT payment for FY21. The total Belmont Light PILOT payment for FY21 is an additional **\$1,150,000**. *See attached memorandum from Christopher Roy, General Manager, Belmont Electric Light Department.*

3. School Funds

The School Committee voted to put **\$1.7** million towards the FY21 operating budget. These funds are One-time use of projected IDEA & CB balances.

4. Free Cash

Free Cash is the amount of funds remaining from the operations of the previous fiscal year, which are certified by the State Department of Revenue (DOR) Director of Accounts as available for appropriation. Essentially, this means actual revenues collected were in excess of budget estimates and expenditures were below budget. The Town's certified Free Cash figure is **\$8,106,817.00** as of July 1, 2019, which is a decrease of **(\$299,366.00)** over the prior year.

With an increase in the use of local receipts as noted above, **\$8,388,007.00** in FY21 has been utilized, **\$472,632.00** over FY20. Free Cash represents **2.5%** of total FY21 revenues.

Using one-time revenues to cover reoccurring expenses over the past three years has added to the structural deficit, which the Financial Task Force II has been reviewing. Now that the General Stabilization Fund has been exhausted there is a need for it to be replenished, through an operating override.

Real Estate and Personal Property Taxes

The major change that has come is the increase in property assessments for FY20. This increase, coupled with the debt exclusion for the Middle High School, has placed a burden on the residents of Belmont. The property tax is the Town's largest and most stable source of revenue growth. The FY21 Budget estimates that **\$109,266,700.00** will be derived from this revenue source, which is **80%** of total revenues. This amount includes an estimate from property taxes due to new construction (new growth). New growth is the only way that a municipality at the Proposition 2 1/2 levy limit can generate additional property tax revenue. The Board of Assessors new growth estimate is **\$920,000.00**.

The total property tax levy includes property taxes used to finance debt exclusions based on the debt schedule for the approved projects.

State Aid

The net State Aid revenue amount to **\$10,280,570.00**. Total State Aid (Local Aid) is estimated at **\$12,204,071.00**, or **1.7%** of total revenues used to fund the FY21 Budget and reflects a net increase of **\$209,518.00**, which reflects the amount included in the Governor's FY21 Proposed Budget. The two major categories of State Aid (Chapter 70 Education (School) Aid and Unrestricted General Government Aid (UGGA)) totals **\$12,122,230.00**. It should be noted that in addition to the Local Aid distributed to the Town, there are assessed charges from the State to pay for services (MBTA, etc.) totaling an estimated **\$1,923,501.00**. All of the Chapter 70 revenue has been used in the FY21 operating budget.

Other Taxes

In addition to the Property Tax (Real Estate and Personal Property), other taxes including Motor Vehicle Excise (**\$3,652,823.00**), Meals Excise (**\$233,865.00**), Penalties and Delinquency Interest Payments (**\$330,000.00**) and Payment In-Lieu-of Taxes (**\$36,000.00**), are a major source of revenue to the Town. These tax revenues total **\$4,252,688.00**, which reflects an increase of **\$203,154.34**, or **5%** in the FY21 Budget and represents **3.1%** of total revenues.

Local Receipts

Local Receipts, including Other Taxes, have been increased in the FY21 Budget by a total of **\$8,388,007.00** to **\$472,632.00** or **6%** of total revenues.

General Stabilization Fund

No funds are being used from the General Stabilization Fund, which the balance is **\$1.8M**.

Expenditures

The following is a listing of highlights contained in the FY20 Budget:

Capital Budget

The FY21 Budget contains **\$1,475,268.00** to support capital projects, to be recommended by the Capital Budget Committee.

Capital Budget-Roads and Sidewalks

The FY21 Budget contains **\$1,768,254.00** to support the on-going Pavement Management Program to support improvements to Belmont Streets. This amount is in addition to approximately **\$541,127.00**, which is received annually by the Town from State Chapter 90 Highway Funds to support our Pavement Management Program. The FY21 Budget contains **\$226,147.00** to support sidewalk repair. This funding was made available as a result of the successful operating override approved by the voters in 2015.

Debt Service

The FY21 budget for Debt Service has increased by a net amount of **\$5,210,404.00** to a total of **\$15,560,211.00** to reflect the Police/DPW and Middle High School projects in debt service.

Pension, Health and Other Insurance

Pension costs are projected to increase by **\$937,688.00** or **11.4%** based on the latest funding schedule approved by the Belmont Retirement Board and the Public Employee Retirement Administration Commission (PERAC). Estimated cost increase for health insurance is projected to be **4%** based on the implementation of plan design. Property and Liability Insurance and Worker's Compensation premium costs are estimated to increase by a combined **\$18,783.00** or approximately **4%**.

Charges and Assessments

State Charges and Assessments are estimated to increase by **\$71,180.00** or **3.8%** to **\$1,934,092.00**. The largest assessment is for the MBTA, which is estimated at **\$1,781,923.00** for FY21. These State Assessments may change based on FY21 Legislative Budget proposals. The FY21 Minuteman Vocational High School assessment is estimated at **\$1,355,007.00**, which reflects **\$370,120.00** increase of **37.6%**. Town Meeting voted at the 2019 Special Town Meeting to not rescind withdrawal in the district. The estimate in the budget could be altered by the time the budget is approved in the spring.

Departmental Budgets

There are no additional personnel on the Town side of the budget. The Schools are projecting additional teachers, which will be decided through their budget process. Town budgets have been continually asked not to increase their expenses and the following departments have deferred outlay for FY21 that is crucial to their operations. *Please see the attached titled FY21 Estimated Expenses.*

Budget Highlights

One Time Revenue

As stated above, one time revenues have been relied upon heavily in the FY21 budget. The reason for this is the exhaustion of the 2015 Override Funds that were placed in the Stabilization Fund and the increase enrollment in the Schools causing a need for increased growth in the budget.

Deferrals

The Town side has level funded their budget for a second year, deferring much needed equipment. The following is a list of deferred items in FY21:

- Fire Turnout Gear
- Police Vehicles
- Public Works Equipment
- Facilities Equipment
- Library Computer Equipment

Health Insurance

Health insurance is estimated to increase by **4%** in the FY21 budget. Health plan design was implemented and this is the main cause for the decreased rate. The last three years the percentage increase in health insurance has been an average of **10%**. The Schools just implemented that starting non-union personnel will have a 75/25 split in employee/employer contributions. This should, over time, decrease costs for School fringe benefits.

Additional Comments

All Town Union contracts are up June 2020. Negotiations will begin this year for the next round of contracts.

Given the financial challenges ahead the Town will need to fully understand the impact to services year over year. The Departments have level funded their budgets year over year, while growth and unfunded mandates have only increased, causing strain on their departments.

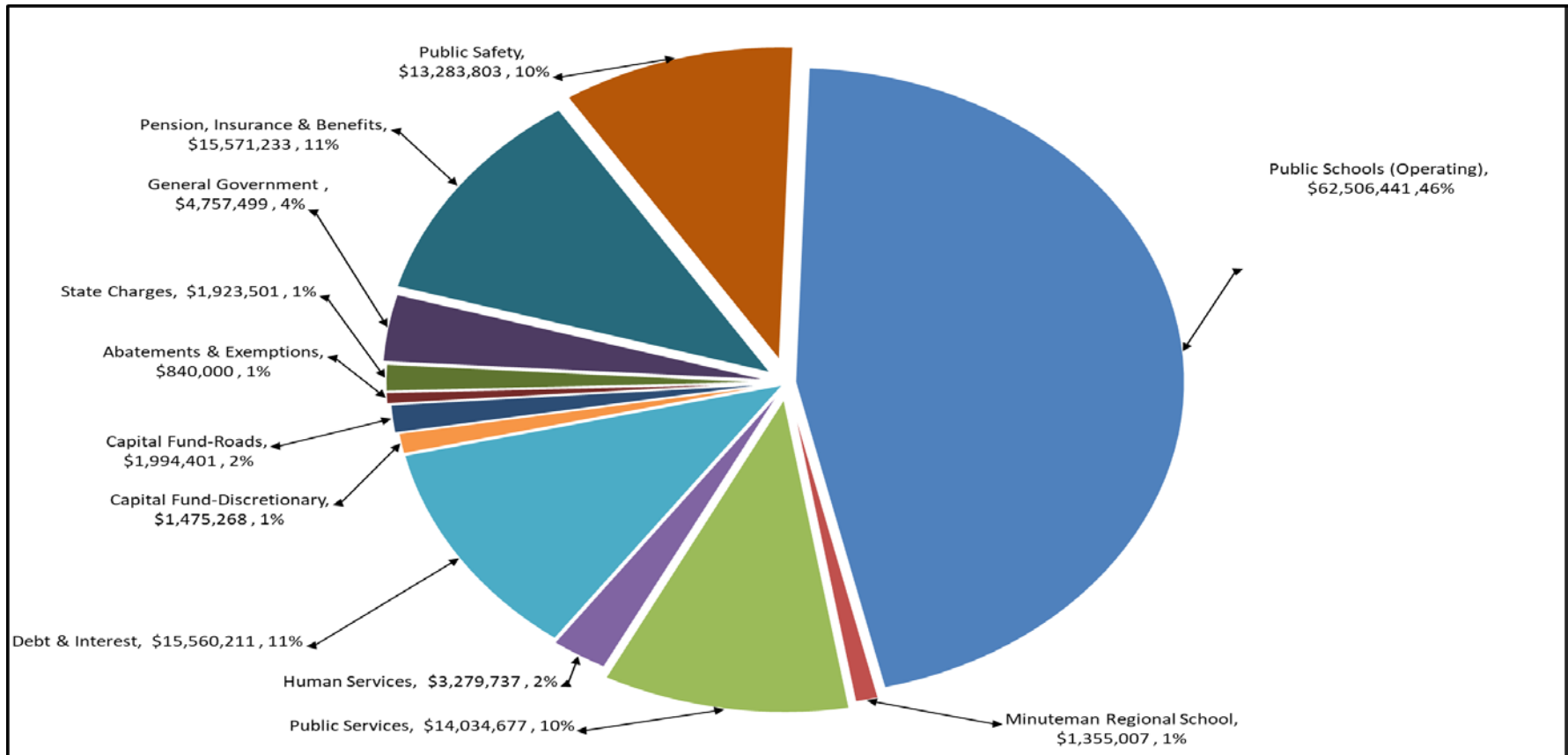
The Town Administrator's Office looks forward to working with the Select Board, School Committee, Warrant Committee and Capital Budget Committee in the months ahead as we finalize the Budget for Town Meeting approval in June. We welcome any suggestions, comments or feedback from Town Meeting members or citizens concerning the FY21 Budget. Individuals can e-mail comments to selectboard@belmont-ma.gov or to pgarvin@belmont-ma.gov

Regards,

Patrice Garvin
Town Administrator



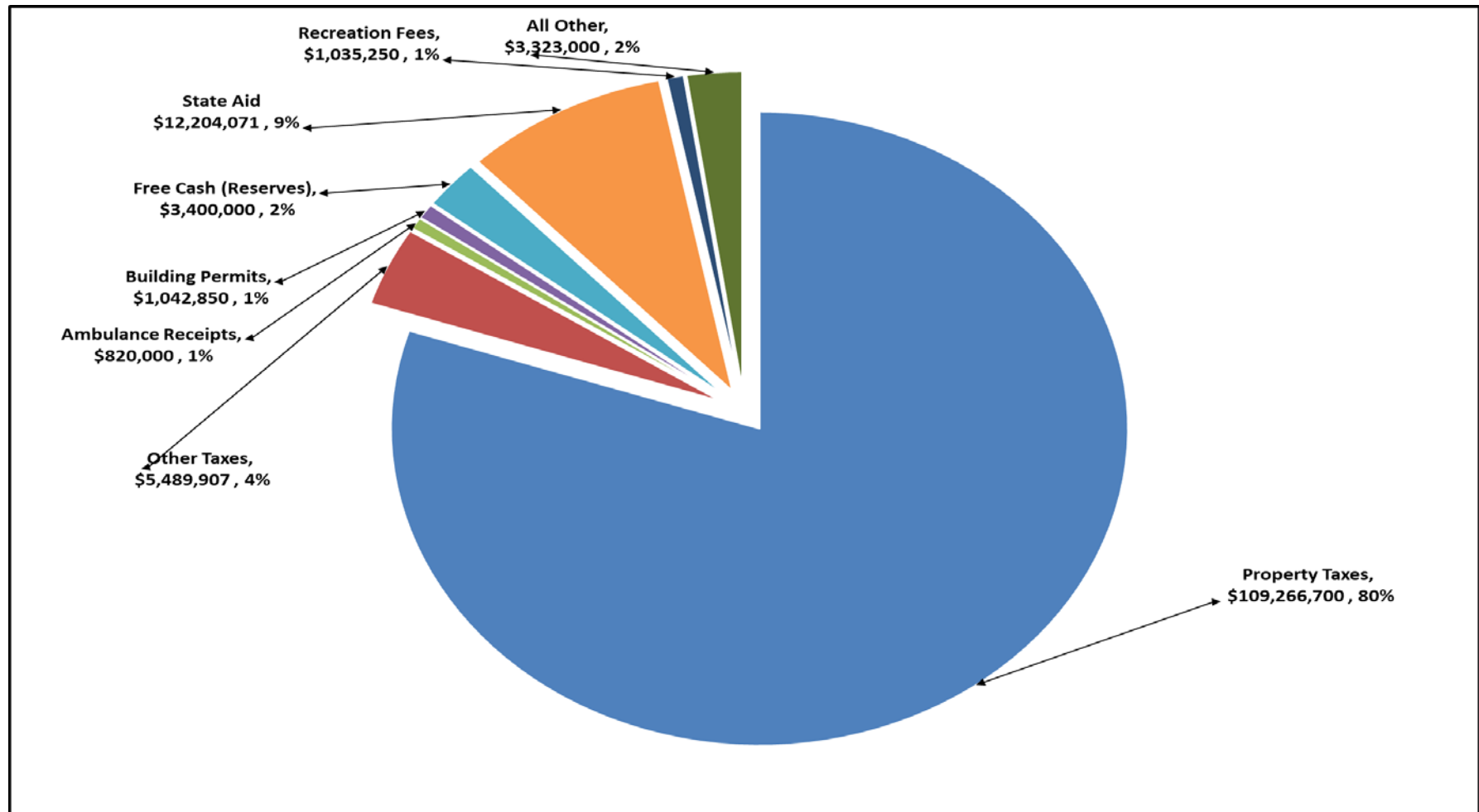
FY21 Expenditures by Function



TOTAL SUBMITTED BUDGET \$136,581,778



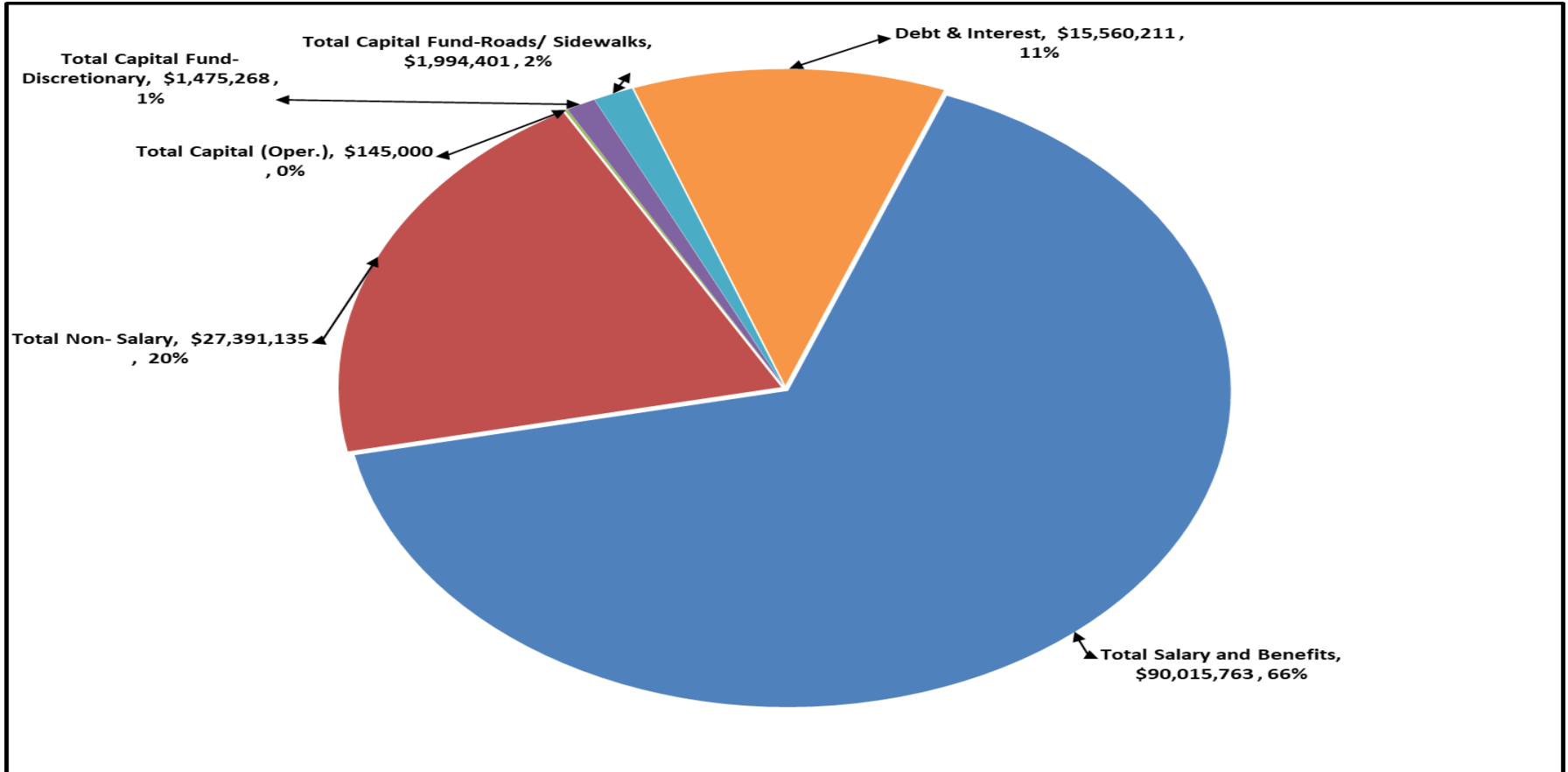
FY21 Total Revenues



TOTAL FY21 SUBMITTED REVENUES \$136,581,778



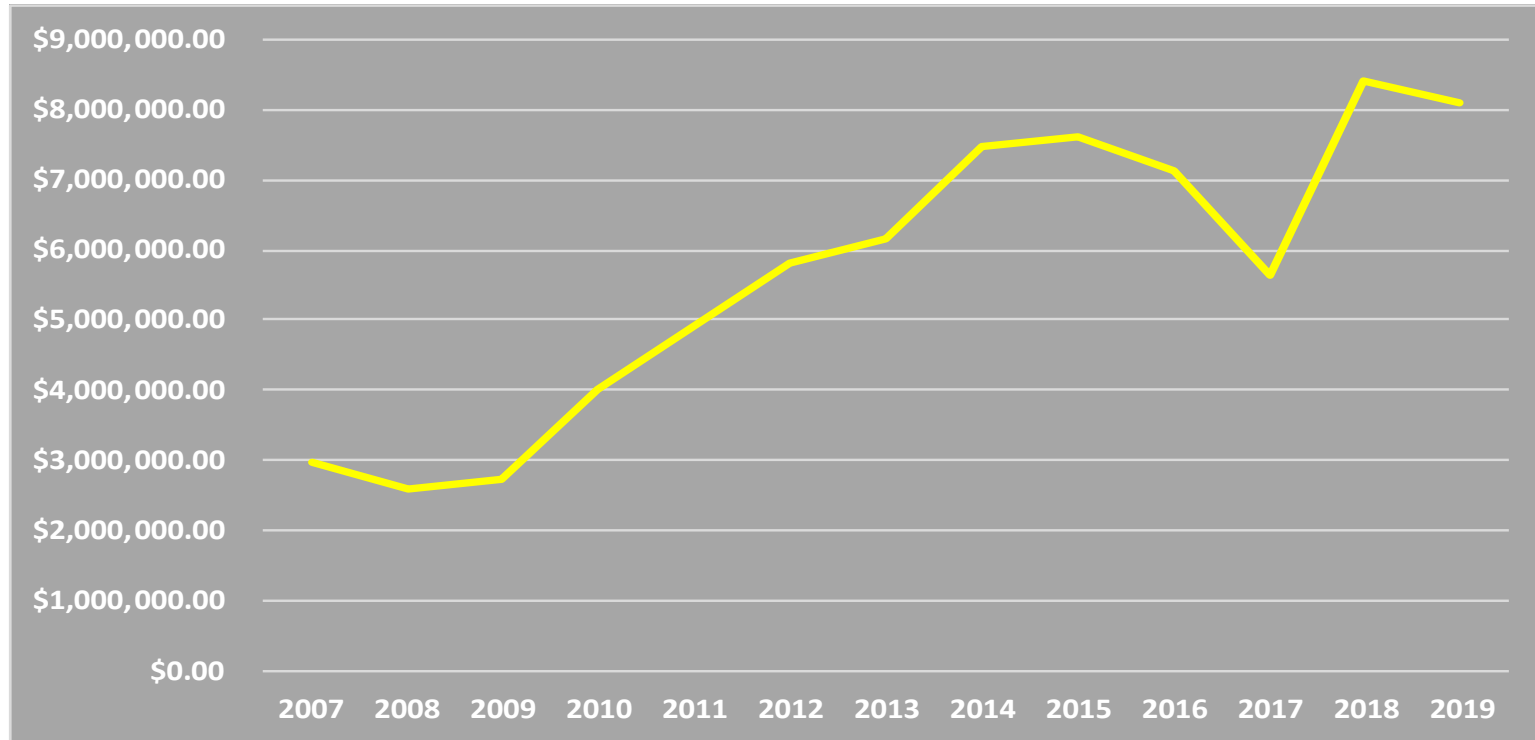
FY21 Total Expenditures



TOTAL SUBMITTED EXPENDITURES \$136,581,778



Free Cash Certification



FY21 Revenue Assumptions

<u>DESCRIPTION</u>	<u>FY21 ESTIMATED REVENUES</u>	<u>ASSUMPTIONS</u>	<u>COMMENTS</u>
A. REAL & PERSONAL PROPERTY TAXES			
TOTAL REAL AND PERSONAL PROPERTY TAXES	92,228,514		
ALLOWABLE 2 1/2% INCREASE	2,305,713		
NEW GROWTH	920,000		
DEBT EXCLUSION	13,812,473		
TOTAL	109,266,700		
B. TOTAL LOCAL RECEIPTS			
OTHER TAXES			
MV EXCISE	3,652,823	5.7%	Growth in total revenues FY15-FY19 Actuals
EXCISE (MEALS)	233,865	2.0%	
PENALTIES AND INTEREST	330,000	0.0%	
PAYMENT IN LIEU OF TAXES	36,000	0.0%	
TOTAL OTHER TAXES	4,252,688	5.0%	
OTHER CHARGES FOR SERVICES			
AMBULANCE RECEIPTS	820,000	0.0%	
FEES			
FEES - TOWN CLERK	40,400	0.0%	
FEES - TREASURER	15,845	0.0%	
FEES-PARKING MARKING	29,715	0.0%	
DEPUTY FEES - CLEARING	1,365	0.0%	
FEES - APPEALS BOARD	7,070	0.0%	
ALARM FEES POLICE FEES	21,210	0.0%	
FEES-POLICE	3,030	0.0%	
FIRE MASTER BOX	18,180	0.0%	
FEES - FIRE	51,005	0.0%	
TOTAL FEES	187,820	0.0%	
OTHER DEPARTMENTAL REVENUES			
RENTALS COA / SELECT BOARD	17,500	0.0%	
OTHER LIBRARY	20,000	33.3%	Growth in total revenues FY15-FY19 Actuals
OTHER CEMETERY	101,000	1.0%	
OTHER RECREATION-PROGRAMS	1,035,250	29.4%	FY21 Estimated Revenues will be tracked and monitored budget to actual for budget adjustments in fiscal year
OTHER SELECT BOARD	30,300	1.0%	
OTHER TREASURER	-		
OTHER ASSESSORS	253	1.0%	
OTHER POLICE (PD ADMIN. FEE)	40,774	1.0%	
OTHER HIGHWAY/RECYCLABLE/TRASH OVERFLOW BAGS	40,000	41.6%	Growth in total revenues FY15-FY19 Actuals - Recycle Receipts and Trash Overflow Bags
OTHER HEALTH	54,540	1.0%	
BUILDINGS DEPARTMENTAL	3,535	1.0%	
OTHER MISCELLANEOUS	-		
Sub-total	169,401		

FY21 Revenue Assumptions

<u>DESCRIPTION</u>	<u>FY21 ESTIMATED REVENUES</u>	<u>ASSUMPTIONS</u>	<u>COMMENTS</u>
TOTAL OTHER DEPARTMENTAL	1,343,151	23.4%	
LICENSES AND PERMITS			
LICENSES - SELECT BOARD (ALCOHOL)	57,508	1.0%	
LICENSES - TOWN CLERK	46,925	1.0%	
STREET OPENING PERMITS	34,743	1.0%	
LICENSES - POLICE	112,211	1.0%	
LICENSES/PERMITS - BUILDING	1,042,850	1.0%	
TOTAL LICENSES & PERMITS	<u>1,294,237</u>	1.0%	
FINES AND FORFEITS			
COURT FINES	5,996	1.0%	
VIOLATION FINES POLICE	27,463	1.0%	
FALSE ALARM FINES - POLICE	3,137	1.0%	
PARKING FINES	203,515	1.0%	
TOTAL FEES AND FINES	<u>240,111</u>	1.0%	
EARNINGS ON INVESTMENTS	250,000	0.0%	
TOTAL INTEREST	250,000	0.0%	
TOTAL LOCAL RECEIPTS	8,388,007	6.0%	
C. OTHER AVAILABLE FUNDS			
RECEIPTS RESERVED APPROP-PARKING METERS	105,000	0.0%	
UNRESERVED FUND BALANCE (Free Cash)	3,400,000	44.1%	One-time revenue to balance operating budget
TRANS BOND PREMIUM AMORTIZATION	-	-100.0%	
FUND BALANCE ABATEMENT & EXEMPT/OVERLA	235,000	0.0%	
TRANS FROM LIGHT DEPT FOR TAX REDUCTION (F	1,650,000	153.8%	Additional one-time revenue to balance operating budget (\$1M)
TRANS FROM WATER FOR OPER COSTS	664,000	27.9%	Additional one-time revenue to supplement Information Technology Outlay (\$145K)
TRANS FROM SEWER FOR OPER COSTS	519,000	0.0%	
TRANS FROM LEFTOVER CAPITAL ITEMS	25,000	-84.8%	
TRANS FROM PERPETUAL CARE FUND	-	0.0%	
CAPITAL ENDOWMENT FUND SPEC PROJ	125,000	0.0%	
TRANS FROM GENERAL STABILIZATION	-	-100.0%	
TRANS FROM RECEIPTS RESERVED	-	0.0%	
TOTAL OTHER AVAILABLE FUNDS	6,723,000	-5.3%	
D. STATE AID			
SCHOOL AID CHAPTER 70	9,657,467	1.4%	Cherry Sheet
SCH CONSTR-STATE AID	-	0.0%	
CHARTER SCHOOL REIMB	10,067	218.9%	Cherry Sheet
GENERAL MUNICIPAL AID	2,464,763	2.8%	Cherry Sheet
HOMELESS TRANSPORTATION	-	0.0%	
VETERANS' BENEFITS	29,855	-4.3%	Cherry Sheet
LOSS OF TAXES VETERANS, BLIND, SURV SPOUSE	41,919	-2.3%	Cherry Sheet
TOTAL STATE AID	12,204,071	1.7%	
TOTAL GENERAL FUND REVENUES	<u>136,581,778</u>	<u>6.4%</u>	

FY21 Estimated Expenses

<u>DIV/LOC</u>	<u>ORG</u>	<u>ACCOUNT DESCRIPTION</u>	<u>FY21 ESTIMATED BUDGET</u>	<u>ASSUMPTIONS</u>	<u>COMMENTS</u>
	11411	11411 Assessors Salary	\$ 282,690	-0.1%	
	11412	11412 Assessors Expense	\$ 136,000	0.0%	
AS		AS Assessors Office	\$ 418,690	0.0%	
	15411	15411 Council on Aging Salary	\$ 360,261	1.9%	Incr. union personnel not at top step and non-union 1% COLA
	15412	15412 Council on Aging Expense	\$ 36,775	0.3%	
CA		CA Council on Aging	\$ 397,036	1.8%	
	11751	11751 Planning Salary	\$ 238,781	1.7%	Incr. union personnel not at top step and non-union 1% COLA
	11752	11752 Planning Expense	\$ 30,150	0.3%	
	11801	11801 Community Development Sa	\$ 344,852	1.0%	
	11802	11802 Community Development Ex	\$ 34,130	0.0%	
	12411	12411 Building Inspection Sala	\$ 207,930	0.9%	
	12412	12412 Building Inspection Expe	\$ 125,470	5.4%	Reclass in state travel expense - increase joint inspection program
	14111	14111 Engineering Services Sal	\$ 117,456	2.7%	
	14112	14112 Engineering Services Exp	\$ 11,040	0.0%	
CD		CD Community Development	\$ 1,109,809	1.7%	
	12911	12911 BEMA Salary	\$ 13,594	0.0%	
	12912	12912 BEMA Expense	\$ 10,550	0.0%	
EM		EM Emergency Management	\$ 24,144	0.0%	
	11322	11322 Reserve Fund WC	\$ 400,000	0.0%	
	11351	11351 Town Accountant Salary	\$ 296,224	1.0%	
	11352	11352 Town Accountant Expense	\$ 106,200	-1.0%	
FA		FA Finance & Accounting	\$ 402,424	0.5%	
	19111	19111 Retirement and Pension	\$ 9,165,156	11.4%	Incr. per PERAC funding schedule
	19131	19131 Unemployment Comp	\$ 40,000	0.0%	
	19141	19141 Health Insurance	\$ 5,332,712	3.1%	
	19151	19151 Life Insurance	\$ 19,425	0.0%	
	19161	19161 Medicare Insurance S	\$ 315,901	2.5%	
	11941	11941 Facilities Dept System S	\$ 578,976	1.4%	
	11943	11943 Major Building Repair Sy	\$ -	-100.0%	Deferred minor capital outlay
	11946	11946 Facilities - Town Expens	\$ 1,064,341	2.7%	
	11947	11947 Facilities - School Oper	\$ 3,090,420	1.0%	
FC		FC Facilities Dept Systemwide	\$ 4,733,737	0.9%	
	12211	12211 Fire Administration Sala	\$ 679,437	2.1%	
	12212	12212 Fire Administration Expe	\$ 150,650	0.0%	
	12221	12221 Fire Suppression Salary	\$ 4,712,287	0.2%	
	12222	12222 Fire Suppression Expense	\$ 226,850	3.7%	
	12223	12223 Fire Suppression Capital	\$ -	-100.0%	Deferred minor capital outlay
	12301	12301 EMS Salary	\$ 28,530	0.0%	
	12302	12302 EMS Expenses	\$ 149,150	0.0%	
	12303	12303 EMT Capital Exp	\$ -	-100.0%	
FD		FD Fire Department	\$ 5,946,904	-1.1%	
	12921	12921 Animal Care & Control Of	\$ 63,718	1.0%	
	12922	12922 Animal Care & Control Of	\$ 7,875	0.0%	
	15101	15101 Health Department Salary	\$ 290,008	0.7%	
	15102	15102 Health Department Expens	\$ 93,163	1.6%	
	15421	15421 Youth Services PT Salary	\$ 25,495	1.0%	
	15422	15422 Youth Services Expense	\$ 2,000	0.0%	
	15431	15431 Veterans' Services Salar	\$ 41,858	1.0%	
	15432	15432 Veterans' Services Expen	\$ 75,601	0.0%	
HD		HD Health Department	\$ 599,718	0.8%	
	11521	11521 Human Resources Salary	\$ 250,903	1.0%	
	11522	11522 Human Resources Expense	\$ 36,200	0.0%	
HR		HR Human Resources	\$ 287,103	0.9%	
	11551	11551 Information Technology S	\$ 393,645	1.0%	
	11552	11552 Information Technology E	\$ 502,700	16.2%	Contractual obligation and Reclass Town telephone expenses
	11553	11553 Informational Technology	\$ 145,000	0.0%	
IT		IT Information Technology	\$ 1,041,345	7.7%	
	16111	16111 Library Administration S	\$ 181,522	0.6%	
	16112	16112 Library Administration E	\$ 17,864	5.6%	Contractual obligation
	16121	16121 Library Public Service S	\$ 1,106,776	3.3%	

FY21 Estimated Expenses

DIV/LOC	ORG	ACCOUNT DESCRIPTION	FY21 ESTIMATED		COMMENTS	
			BUDGET	ASSUMPTIONS		
	16122	16122 Library Public Service E	\$	381,363	3.4%	
	16131	16131 Library Tech Services Sa	\$	190,406	-0.3%	
	16132	16132 Library Tech Services Ex	\$	90,964	1.4%	
	16133	16133 Library Tech Services Ca	\$	-	-100.0%	Deferred minor capital outlay
	16141	16141 Library Plant Operations	\$	80,977	0.0%	
	16142	16142 Library	\$	233,110	-3.2%	
LB		LB Library	\$	2,282,982	1.3%	
	12111	12111 Police Administration Sa	\$	434,237	0.6%	
	12112	12112 Police Administration Ex	\$	64,416	-5.5%	
	12113	12113 Police Admin - Capital E	\$	-	-100.0%	Deferred minor capital outlay
	12121	12121 Police Records Salary	\$	82,345	-0.4%	
	12122	12122 Police Records Expense	\$	8,606	0.0%	
	12131	12131 Police Patrol Salary	\$	3,756,208	0.0%	
	12132	12132 Police Patrol Expense	\$	368,873	0.0%	
	12133	12133 Police Patrol Capital	\$	-	-100.0%	Deferred minor capital outlay
	12141	12141 Police Traffic Control S	\$	506,700	0.0%	
	12142	12142 Police Traffic Control E	\$	30,531	0.0%	
	12151	12151 Police Detectives Salary	\$	628,822	0.4%	
	12152	12152 Police Detectives Expens	\$	15,099	0.0%	
	12161	12161 Police Community Service	\$	472,154	0.3%	
	12162	12162 Police Community Service	\$	17,018	0.0%	
	12961	12961 Public Safety Comm 911 S	\$	801,081	3.0%	
	12962	12962 Public Safety Comm 911 E	\$	126,664	-0.8%	
PD		PD Police Department	\$	7,312,754	-2.4%	
	14211	14211 Public Works Admin Salar	\$	293,684	0.5%	
	14212	14212 Public Works Admin Expen	\$	14,170	0.0%	
	14221	14221 Street Maintenance Salar	\$	593,047	1.2%	
	14222	14222 Street Maintenance Expen	\$	184,875	0.0%	
	14231	14231 Snow & Ice Salary	\$	129,449	0.0%	
	14232	14232 Snow & Ice Expense	\$	634,880	0.0%	
	14242	14242 Street Lighting Expense	\$	331,070	0.0%	
	14251	14251 Central Fleet Maint Sala	\$	290,262	0.2%	
	14252	14252 Central Fleet Maint Expe	\$	211,410	0.0%	
	14253	14253 Central Fleet Maint Capi	\$	-	-100.0%	Deferred minor capital outlay
	14261	14261 Forestry Salary	\$	48,187	3.5%	Incr. union personnel not at top step
	14262	14262 Forestry Expense	\$	283,415	0.3%	
	14331	14331 Collection & Disposal Sa	\$	96,887	-0.8%	
	14332	14332 Collection & Disposal Ex	\$	3,022,320	0.5%	
	14911	14911 Cemetery Salary	\$	395,645	3.7%	Incr. union personnel not at top step
	14912	14912 Cemetery Expense	\$	74,700	-1.0%	
	14913	14913 Cemetery-Capital	\$	-	-100.0%	Deferred minor capital outlay
	16501	16501 Parks Salary	\$	386,393	2.6%	Incr. union personnel not at top step
	16502	16502 Parks Expense	\$	146,900	-4.4%	
	16503	16503 Parks & Fac Capital Exp	\$	-	-100.0%	Deferred minor capital outlay
PW		PW Public Works	\$	7,137,294	-0.5%	
	16311	16311 Recreation Admin Salary	\$	674,312	1.3%	
	16321	16321 Recreation Programs Sala	\$	-	#DIV/0!	
	16322	16322 Recreation Programs Expe	\$	28,577	0.0%	
	16380012	16380012 Summer Expenses	\$	28,110	2.8%	
	16380022	16380022 School Year Expenses	\$	78,825	0.0%	
	16384042	16384042 SPORT Expenses	\$	18,640	-3.9%	
	16384582	16384582 Pool Expenses	\$	114,450	0.0%	
	16384592	16384592 Rink Expenses	\$	110,922	-21.2%	
RC		RC Recreation Department	\$	1,053,836	-2.0%	
	11221	11221 Select Board Salaries	\$	14,000	0.0%	
	11222	11222 Select Board Expenses	\$	71,490	0.0%	
	11231	11231 Town Administrator Salar	\$	565,147	1.0%	
	11232	11232 Town Administrator Expen	\$	27,050	0.0%	
	11512	11512 Legal Expense	\$	297,500	0.0%	
	15442	15442 Town Adm - VFW & Amer Le	\$	7,500	0.0%	
TA		TA Town Administrator	\$	982,687	0.6%	
	19121	19121 Workers Compensation	\$	162,634	2.0%	
	19452	19452 Liability Insurance Expe	\$	535,407	3.0%	
	11101	11101 Legislative Salary	\$	5,550	2.8%	
	11102	11102 Legislative Expense	\$	23,150	0.0%	
	11611	11611 Town Clerk Salary	\$	216,012	2.0%	

FY21 Estimated Expenses

<u>DIV/LOC</u>	<u>ORG</u>	<u>ACCOUNT DESCRIPTION</u>	<u>FY21 ESTIMATED BUDGET</u>	<u>ASSUMPTIONS</u>	<u>COMMENTS</u>
	11612	11612 Town Clerk Expense	\$ 21,850	-1.1%	
	11621	11621 Elections Salary	\$ 185,646	28.9%	
	11622	11622 Elections Expense	\$ 76,250	13.6%	
TC		TC Town Clerk	\$ 528,458	11.6%	
	11451	11451 Treasurer/Collector Sala	\$ 486,793	-2.7%	
	11452	11452 Treasurer/Collector Expe	\$ 114,000	2.2%	
	11471	11471 Parking Clerk Salary	\$ 3,000	0.0%	
	11472	11472 Treasurer Expense	\$ 93,000	3.3%	
TR		TR Treasurer/Collector	\$ 696,793	-1.2%	
	13002	13002 Regional School Assessment	\$ 1,355,007	37.6%	
	17102	17102 Retirement of Debt	\$ 6,790,500	32.6%	Incr. phase II of Belmont High School Borrowing
	17512	17512 Interest on Long-term De	\$ 8,697,211	68.6%	Incr. phase II of Belmont High School Borrowing
	17522	17522 Interest on Short-term D	\$ 2,500	0.0%	
	17532	17532 Int on Short term Debt E	\$ 70,000	0.0%	
	18202	18202 State Assessments	\$ 1,923,501	3.3%	Cherry Sheet
		17600 Abatement & Exemptions	\$ 840,000	6.5%	
		Total School	\$ 62,506,441	3.1%	
		Total Capital	\$ 3,469,669	-8.9%	
		Grand Total	\$ 136,581,778	6.4%	

BELMONT LIGHT

POWERING YOUR COMMUNITY SINCE 1898

Memorandum

To: Patrice Garvin, Town Administrator

From: Christopher Roy, General Manager, Belmont Light

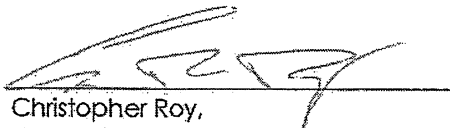
Date: November 21, 2019

Re: PILOT Payment Schedule

In an effort to provide some relief to the Town of Belmont's general fund budget deficit, Belmont Light is offering to provide a one-time PILOT funding increase equivalent to two years at the current PILOT rate of \$650,000. This amount would be provided in FY21 but spread across two Belmont Light calendar year budgets. In conjunction with this increased payment, Belmont Light is requesting that the Town of Belmont agree to an annual fixed PILOT payment of \$500,000 for the calendar year 2020 through 2029, at which point the \$650,000 payment would resume in 2030 and be subject to further review and adjustment. As holds true today, any PILOT payments are subject to the availability of funds in accordance with Massachusetts General Laws. For reference the payment schedule would be as follows:

Calendar Year	PILOT Payment
2020	\$1,150,000 (\$500,000+\$650,000)
2021	\$1,150,000 (\$500,000+\$650,000)
2022	\$500,000
2023	\$500,000
2024	\$500,000
2025	\$500,000
2026	\$500,000
2027	\$500,000
2028	\$500,000
2029	\$500,000
2030	\$650,000

Upon execution of the signatures below we will consider this plan to take effect starting 1/1/2020.



Christopher Roy,
General Manager
Belmont Light



Town of Belmont



Town Of Belmont

Select Board's Office
and Town Administrator

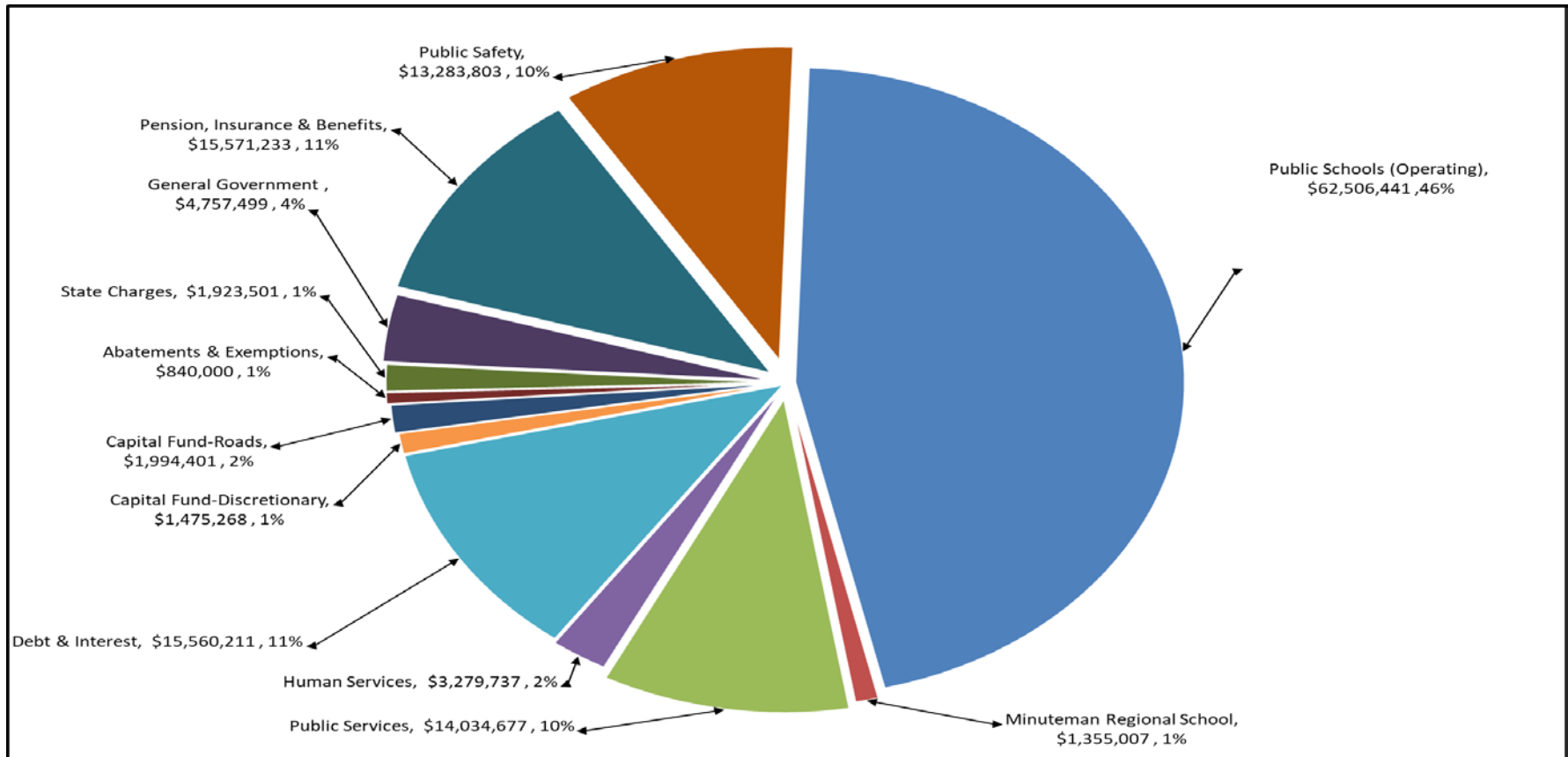
FY21 BUDGET SCHEDULE

KEY DATES:	EVENT:
September 4, 2019	Town Administrator Briefing on FY21 Budget operating budget guidelines with Department Heads, Distribution of budget materials to Departments, including Personnel Analysis Sheets, Statutory Analysis Sheets, Budget Narrative, Revenue Analysis Sheets, Performance Measures, and Detailed Capital Budget Requests
October 3, 2019	FY21 Salary, Non-Salary Operating Budget, Budget Narratives, and Detailed Capital Budget Requests Due to Town Administrator's Office by Departments
October 15 - 18, 2019	Formal department presentations to the Town Administrator, including Personnel Analysis Sheets, Statutory Analysis Sheets, Budget Narrative, Revenue Analysis Sheets, Performance Measures, and Capital Budget Requests
October 28 - 31, 2019	Public meetings by Select Board on Department budget requests
October 30, 2019 (estimated)	Free Cash Certified by Department of Revenue
November 13, 2019	Special Town Meeting
November 15, 2019	Submission of proposed FY21 Operating Budget to the Select Board, Select Board transmits FY21 Budget to the Warrant Committee. Joint Meeting with the School Committee and Select Board to review Town and School Budget Proposals - Transmittal of the Capital Budget to the Capital Budget Committee FY21 Capital Requests, FY22-26 Inventory Listing, and Comprehensive Improvement Plan
November 18, 2019	Joint Meeting of Select Board, School Committee, and Warrant Committee to present budget overview
December 16, 2019 (estimated)	FY21 Tax Rate recommendation by Board of Assessors and vote by the Select Board
January 22, 2020	Governor's Budget Announced – Initial Local Aid Estimates Provided
February, 2020	Minuteman Regional School District Votes for FY21 Budget

February 6 – April 23, 2020	Capital Committee reviews Capital Budget and prepares report to ATM
February 10, 2020	Submission of proposed FY21 Operating Budget to the Select Board, BOS transmits FY21 Budget to the Warrant Committee. Joint Meeting with the School Committee and BOS to review Town and School Budget Proposals
February 12 – May 6, 2020	Warrant Committee reviews Operating Budget and prepares report to ATM
April 10, 2020	ATM materials (non-financial) due to Town Clerk's Office for TM Packets
April 13, 2020	Town Meeting Members receive ATM materials (non-financial) for review (3 weeks)
May 4, 6, 11, 13 2020	Annual Town Meeting: Opening Session (non-financial) warrant articles & votes
May 1, 2020	ATM budget materials (financial) due to Town Clerk's Office
May 4, 2020	Town Meeting Members receive ATM budget materials (financial) for review (3 weeks)
May 27 & June 1, 3, 8 2020	Annual Town Meeting – Vote on the FY20 Budget Town Meeting action on budget articles and financial appropriations



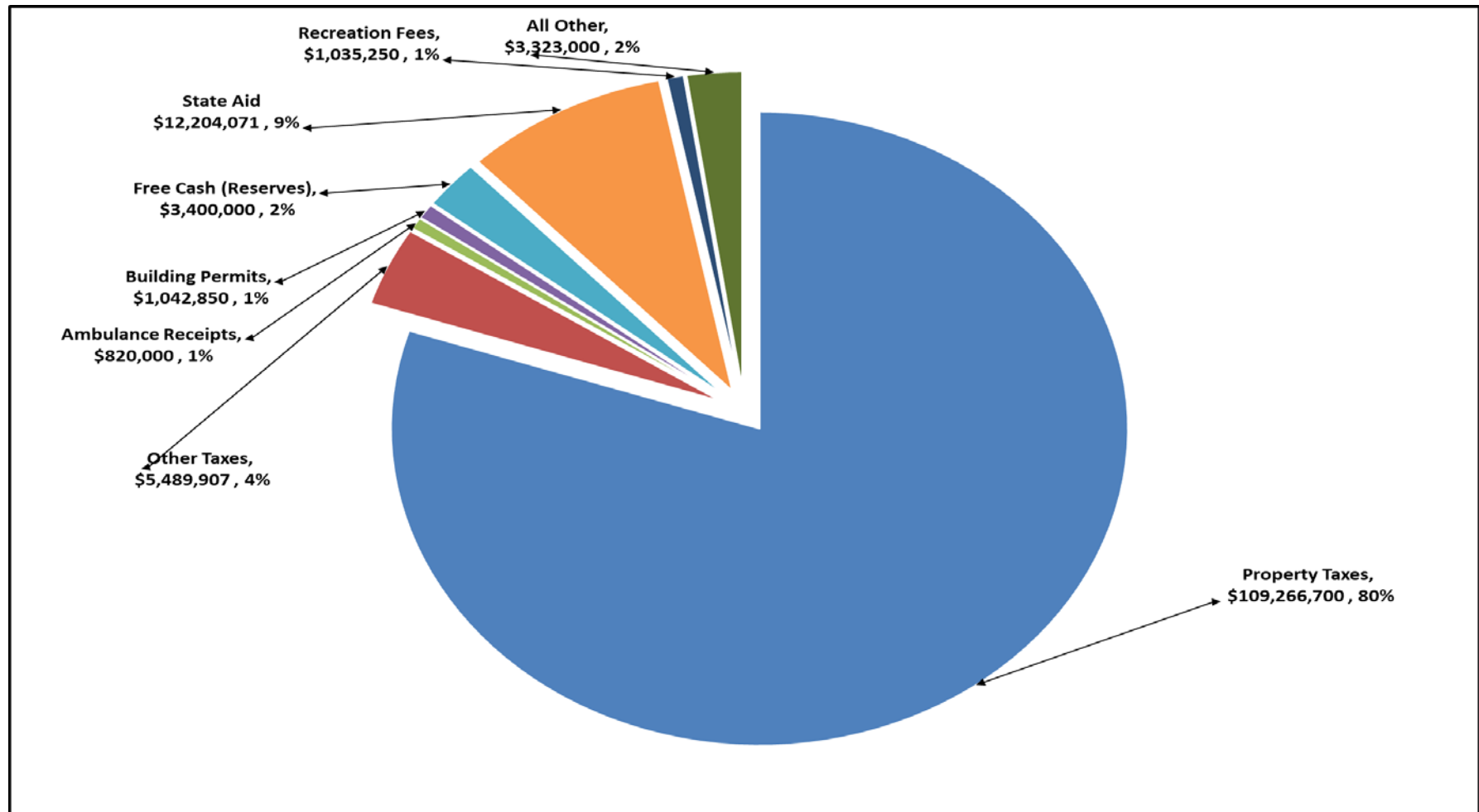
FY21 Expenditures by Function



TOTAL SUBMITTED BUDGET \$136,581,778



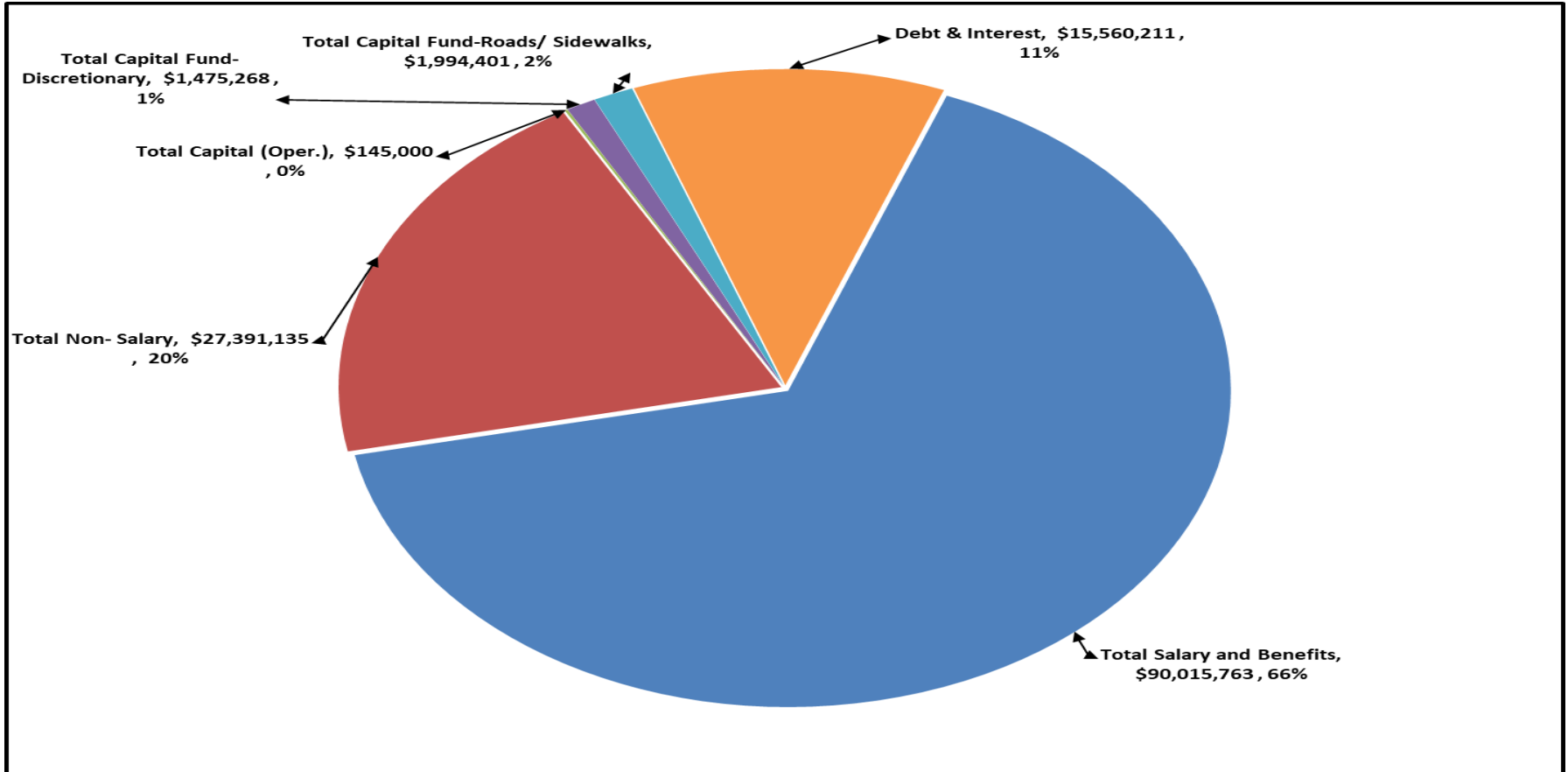
FY21 Total Revenues



TOTAL FY21 SUBMITTED REVENUES \$136,581,778



FY21 Total Expenditures



TOTAL SUBMITTED EXPENDITURES \$136,581,778



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<u>DESCRIPTION</u>	<u>FY21 ESTIMATED REVENUES</u>
A. REAL & PERSONAL PROPERTY TAXES	
TOTAL REAL AND PERSONAL PROPERTY TAXES	92,228,514
ALLOWABLE 2 1/2% INCREASE	2,305,713
NEW GROWTH	920,000
DEBT EXCLUSION	13,812,473
TOTAL	109,266,700
 B. TOTAL LOCAL RECEIPTS	
OTHER TAXES	
MV EXCISE	3,652,823
EXCISE (MEALS)	233,865
PENALTIES AND INTEREST	330,000
PAYMENT IN LIEU OF TAXES	36,000
TOTAL OTHER TAXES	4,252,688
 OTHER CHARGES FOR SERVICES	
AMBULANCE RECEIPTS	820,000
 FEES	

Budget Summary

<u>DESCRIPTION</u>	<u>FY21 ESTIMATED REVENUES</u>
FEES - TOWN CLERK	40,400
FEES - TREASURER	15,845
FEES-PARKING MARKING	29,715
DEPUTY FEES - CLEARING	1,365
FEES - APPEALS BOARD	7,070
ALARM FEES POLICE FEES	21,210
FEES-POLICE	3,030
FIRE MASTER BOX	18,180
FEES - FIRE	51,005
	<hr/>
TOTAL FEES	187,820
OTHER DEPARTMENTAL REVENUES	
RENTALS COA / SELECT BOARD	17,500
OTHER LIBRARY	20,000
OTHER CEMETERY	101,000
OTHER RECREATION-PROGRAMS	1,035,250
OTHER SELECTMEN	30,300
OTHER TREASURER	-

Budget Summary

<u>DESCRIPTION</u>	<u>FY21 ESTIMATED REVENUES</u>
OTHER ASSESSORS	253
OTHER POLICE (PD ADMIN. FEE)	40,774
OTHER HIGHWAY/RECYCLABLE/TRASH OVERFLOW BAGS	40,000
OTHER HEALTH	54,540
BUILDINGS DEPARTMENTAL	3,535
OTHER MISCELLANEOUS	-
Sub-total	169,401
TOTAL OTHER DEPARTMENTAL	1,343,151
LICENSES AND PERMITS	
LICENSES - SELECTMEN (ALCOHOL)	57,508
LICENSES - TOWN CLERK	46,925
STREET OPENING PERMITS	34,743
LICENSES - POLICE	112,211
LICENSES/PERMITS - BUILDING	1,042,850
TOTAL LICENSES & PERMITS	1,294,237
FINES AND FORFEITS	
COURT FINES	5,996
VIOLATION FINES POLICE	27,463
FALSE ALARM FINES - POLICE	3,137

Budget Summary

<u>DESCRIPTION</u>	<u>FY21 ESTIMATED REVENUES</u>
PARKING FINES	203,515
TOTAL FEES AND FINES	<u>240,111</u>
EARNINGS ON INVESTMENTS	250,000
TOTAL INTEREST	<u>250,000</u>
TOTAL LOCAL RECEIPTS	8,388,007
C. OTHER AVAILABLE FUNDS	
RECEIPTS RESERVED APPROP-PARKING METERS	105,000
UNRESERVED FUND BALANCE (Free Cash)	3,400,000
TRANS BOND PREMIUM AMORTIZATION	-
FUND BALANCE ABATEMENT & EXEMPT/OVERLA'	235,000
TRANS FROM LIGHT DEPT FOR TAX REDUCTION (F	1,650,000

<u>DESCRIPTION</u>	<u>FY21 ESTIMATED REVENUES</u>
TRANS FROM WATER FOR OPER COSTS	664,000
TRANS FROM SEWER FOR OPER COSTS	519,000
TRANS FROM LEFTOVER CAPITAL ITEMS	25,000
TRANS FROM PERPETUAL CARE FUND	-
CAPITAL ENDOWMENT FUND SPEC PROJ	125,000
TRANS FROM GENERAL STABILIZATION	-
TRANS FROM RECEIPTS RESERVED	-
TOTAL OTHER AVAILABLE FUNDS	6,723,000
D. STATE AID	
SCHOOL AID CHAPTER 70	9,657,467
SCH CONSTR-STATE AID	-
CHARTER SCHOOL REIMB	10,067
GENERAL MUNICIPAL AID	2,464,763
HOMELESS TRANSPORTATION	-
VETERANS' BENEFITS	29,855
LOSS OF TAXES VETERANS, BLIND, SURV SPOUSE	41,919
TOTAL STATE AID	12,204,071
TOTAL GENERAL FUND REVENUES	136,581,778

Budget Summary

<u>DIV/LOC</u>	<u>ORG</u>	<u>ACCOUNT DESCRIPTION</u>	<u>FY21 ESTIMATED BUDGET</u>	
	11411	11411 Assessors Salary	\$	282,690
	11412	11412 Assessors Expense	\$	136,000
AS		AS Assessors Office	\$	418,690
	15411	15411 Council on Aging Salary	\$	360,261
	15412	15412 Council on Aging Expense	\$	36,775
CA		CA Council on Aging	\$	397,036
	11751	11751 Planning Salary	\$	238,781
	11752	11752 Planning Expense	\$	30,150
	11801	11801 Community Development Sa	\$	344,852
	11802	11802 Community Development Ex	\$	34,130
	12411	12411 Building Inspection Sala	\$	207,930
	12412	12412 Building Inspection Expe	\$	125,470
	14111	14111 Engineering Services Sal	\$	117,456
	14112	14112 Engineering Services Exp	\$	11,040
CD		CD Community Development	\$	1,109,809
	12911	12911 BEMA Salary	\$	13,594
	12912	12912 BEMA Expense	\$	10,550
EM		EM Emergency Management	\$	24,144
	11322	11322 Reserve Fund WC	\$	400,000
	11351	11351 Town Accountant Salary	\$	296,224
	11352	11352 Town Accountant Expense	\$	106,200

Budget Summary

<u>DIV/LOC</u>	<u>ORG</u>	<u>ACCOUNT DESCRIPTION</u>	<u>FY21 ESTIMATED BUDGET</u>	
FA		FA Finance & Accounting	\$	402,424
	19111	19111 Retirement and Pension	\$	9,165,156
	19131	19131 Unemployment Comp	\$	40,000
	19141	19141 Health Insurance	\$	5,332,712
	19151	19151 Life Insurance	\$	19,425
	19161	19161 Medicare Insurance S	\$	315,901
	11941	11941 Facilities Dept System S	\$	578,976
	11943	11943 Major Building Repair Sy	\$	-
	11946	11946 Facilities - Town Expens	\$	1,064,341
	11947	11947 Facilities - School Oper	\$	3,090,420
FC		FC Facilities Dept Systemwide	\$	4,733,737
	12211	12211 Fire Administration Sala	\$	679,437
	12212	12212 Fire Administration Expe	\$	150,650
	12221	12221 Fire Suppression Salary	\$	4,712,287
	12222	12222 Fire Suppression Expense	\$	226,850
	12223	12223 Fire Suppression Capital	\$	-
	12301	12301 EMS Salary	\$	28,530
	12302	12302 EMS Expenses	\$	149,150
	12303	12303 EMT Capital Exp	\$	-
FD		FD Fire Department	\$	5,946,904
	12921	12921 Animal Care & Control Of	\$	63,718
	12922	12922 Animal Care & Control Of	\$	7,875
	15101	15101 Health Department Salary	\$	290,008
	15102	15102 Health Department Expens	\$	93,163

Budget Summary

<u>DIV/LOC</u>	<u>ORG</u>	<u>ACCOUNT DESCRIPTION</u>	<u>FY21 ESTIMATED BUDGET</u>	
		15421 Youth Services PT Salary	\$	25,495
	15422	15422 Youth Services Expense	\$	2,000
	15431	15431 Veterans' Services Salar	\$	41,858
	15432	15432 Veterans' Services Expen	\$	75,601
HD		HD Health Department	\$	599,718
	11521	11521 Human Resources Salary	\$	250,903
	11522	11522 Human Resources Expense	\$	36,200
HR		HR Human Resources	\$	287,103
	11551	11551 Information Technology S	\$	393,645
	11552	11552 Information Technology E	\$	502,700
	11553	11553 Informational Technology	\$	145,000
IT		IT Information Technology	\$	1,041,345
	16111	16111 Library Administration S	\$	181,522
	16112	16112 Library Administration E	\$	17,864
	16121	16121 Library Public Service S	\$	1,106,776
	16122	16122 Library Public Service E	\$	381,363
	16131	16131 Library Tech Services Sa	\$	190,406
	16132	16132 Library Tech Services Ex	\$	90,964
	16133	16133 Library Tech Services Ca	\$	-
	16141	16141 Library Plant Operations	\$	80,977
	16142	16142 Library	\$	233,110
LB		LB Library	\$	2,282,982
	12111	12111 Police Administration Sa	\$	434,237
	12112	12112 Police Administration Ex	\$	64,416
	12113	12113 Police Admin - Capital E	\$	-

Budget Summary

<u>DIV/LOC</u>	<u>ORG</u>	<u>ACCOUNT DESCRIPTION</u>	<u>FY21 ESTIMATED</u>	<u>BUDGET</u>
	12121	12121 Police Records Salary	\$	82,345
	12122	12122 Police Records Expense	\$	8,606
	12131	12131 Police Patrol Salary	\$	3,756,208
	12132	12132 Police Patrol Expense	\$	368,873
	12133	12133 Police Patrol Capital	\$	-
	12141	12141 Police Traffic Control S	\$	506,700
	12142	12142 Police Traffic Control E	\$	30,531
	12151	12151 Police Detectives Salary	\$	628,822
	12152	12152 Police Detectives Expens	\$	15,099
	12161	12161 Police Community Service	\$	472,154
	12162	12162 Police Community Service	\$	17,018
	12961	12961 Public Safety Comm 911 S	\$	801,081
	12962	12962 Public Safety Comm 911 E	\$	126,664
PD		PD Police Department	\$	7,312,754
	14211	14211 Public Works Admin Salar	\$	293,684
	14212	14212 Public Works Admin Expen	\$	14,170
	14221	14221 Street Maintenance Salar	\$	593,047
	14222	14222 Street Maintenance Expen	\$	184,875
	14231	14231 Snow & Ice Salary	\$	129,449
	14232	14232 Snow & Ice Expense	\$	634,880
	14242	14242 Street Lighting Expense	\$	331,070
	14251	14251 Central Fleet Maint Sala	\$	290,262
	14252	14252 Central Fleet Maint Expe	\$	211,410
	14253	14253 Central Fleet Maint Capi	\$	-
	14261	14261 Forestry Salary	\$	48,187
	14262	14262 Forestry Expense	\$	283,415

Budget Summary

<u>DIV/LOC</u>	<u>ORG</u>	<u>ACCOUNT DESCRIPTION</u>	<u>FY21 ESTIMATED</u>	<u>BUDGET</u>
	14331	14331 Collection & Disposal Sa	\$	96,887
	14332	14332 Collection & Disposal Ex	\$	3,022,320
	14911	14911 Cemetery Salary	\$	395,645
	14912	14912 Cemetery Expense	\$	74,700
	14913	14913 Cemetery-Capital	\$	-
	16501	16501 Parks Salary	\$	386,393
	16502	16502 Parks Expense	\$	146,900
	16503	16503 Parks & Fac Capital Exp	\$	-
PW		PW Public Works	\$	7,137,294
	16311	16311 Recreation Admin Salary	\$	674,312
	16321	16321 Recreation Programs Sala	\$	-
	16322	16322 Recreation Programs Expe	\$	28,577
	16380012	16380012 Summer Expenses	\$	28,110
	16380022	16380022 School Year Expenses	\$	78,825
	16384042	16384042 SPORT Expenses	\$	18,640
	16384582	16384582 Pool Expenses	\$	114,450
	16384592	16384592 Rink Expenses	\$	110,922
RC		RC Recreation Department	\$	1,053,836
	11221	11221 Select Board Salaries	\$	14,000
	11222	11222 Select Board Expenses	\$	71,490
	11231	11231 Town Administrator Salar	\$	565,147
	11232	11232 Town Administrator Expen	\$	27,050
	11512	11512 Legal Expense	\$	297,500
	15442	15442 Town Adm - VFW & Amer Le	\$	7,500
TA		TA Town Administrator	\$	982,687

Budget Summary

<u>DIV/LOC</u>	<u>ORG</u>	<u>ACCOUNT DESCRIPTION</u>		FY21 ESTIMATED BUDGET
	19121	19121 Workers Compensation	\$	162,634
	19452	19452 Liability Insurance Expe	\$	535,407
	11101	11101 Legislative Salary	\$	5,550
	11102	11102 Legislative Expense	\$	23,150
	11611	11611 Town Clerk Salary	\$	216,012
	11612	11612 Town Clerk Expense	\$	21,850
	11621	11621 Elections Salary	\$	185,646
	11622	11622 Elections Expense	\$	76,250
TC		TC Town Clerk	\$	528,458
	11451	11451 Treasurer/Collector Sala	\$	486,793
	11452	11452 Treasurer/Collector Expe	\$	114,000
	11471	11471 Parking Clerk Salary	\$	3,000
	11472	11472 Treasurer Expense	\$	93,000
TR		TR Treasurer/Collector	\$	696,793
	13002	13002 Regional School Assessment	\$	1,355,007
	17102	17102 Retirement of Debt	\$	6,790,500
	17512	17512 Interest on Long-term De	\$	8,697,211
	17522	17522 Interest on Short-term D	\$	2,500
	17532	17532 Int on Short term Debt E	\$	70,000
	18202	18202 State Assessments	\$	1,923,501
		17600 Abatement & Exemptions	\$	840,000

Budget Summary

<u>DIV/LOC</u>	<u>ORG</u>	<u>ACCOUNT DESCRIPTION</u>	<u>FY21 ESTIMATED BUDGET</u>
		Total School	\$ 62,506,441
		Total Capital	\$ 3,469,669
		Grand Total	\$ 136,581,778

Staffing Levels

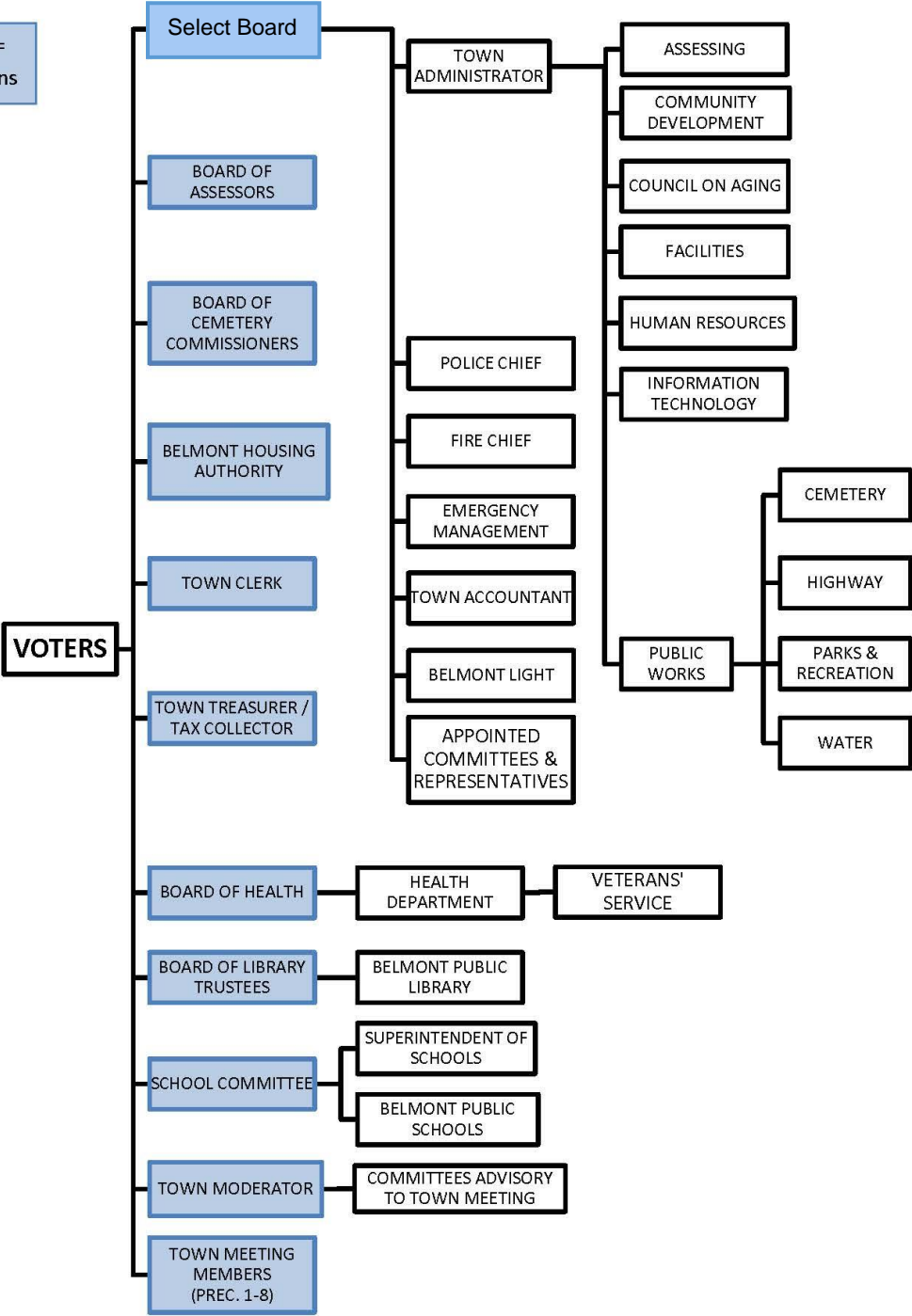
		Budget	Budget	Budget	Budget	Budget	Budget	
GENERAL FUND - OPERATIONS		FY16	FY17	FY18	FY19	FY20	FY21	Change
SUMMARY BY FUNCTION								
1620	ELECTION REGISTRATION / LEGISLATIVE	1.5	1.5	1.5	1.5	1.5	1.5	0.0
1610	TOWN CLERK	3.0	3.0	3.0	3.0	3.0	3.0	0.0
1230	GENERAL MANAGEMENT SERVICES	5.0	5.0	5.0	5.0	5.0	5.0	0.0
1550	INFORMATION TECHNOLOGY	5.0	5.0	5.0	5.0	5.0	5.0	0.0
1520	HUMAN RESOURCES	2.9	2.9	2.9	2.9	2.8	2.5	-0.3
	*1 FTE (HR) Paid from Health Trust Fund Account					*1	*1	
1350	TOWN ACCOUNTANT & ACCOUNTING SERVICES	3.6	3.6	3.6	3.6	3.6	3.6	0.0
1410	ASSESSING SERVICES	4.0	4.0	4.0	4.0	4.0	4.0	0.0
1450	TREASURY MANAGEMENT & COLLECTION	7.3	7.3	7.5	7.5	7.5	7.5	0.0
	TOTAL GENERAL GOVERNMENT	32.3	32.3	32.5	32.5	32.4	32.1	-0.3
2110	POLICE ADMINISTRATION	3.0	3.0	3.0	3.0	3.0	3.0	0.0
2960	PUBLIC SAFETY COMMUNICATIONS	10.0	10.0	10.0	10.0	9.0	9.0	0.0
2120	POLICE RECORDS	2.0	2.0	2.0	2.0	2.0	2.0	0.0
2130	POLICE PATROL SERVICES	35.0	37.0	35.0	34.0	35.0	35.0	0.0
2140	POLICE TRAFFIC MANAGEMENT-UNIFORM	3.0	3.0	3.0	3.0	2.0	2.0	0.0
2140	CROSSING GUARDS (OUT OF TRAFFIC)	7.0	7.0	7.0	7.0	6.5	6.5	0.0
2140	PARKING CONTROL	3.0	4.0	4.0	4.0	3.5	3.5	0.0
2150	POLICE DETECTION & INVESTIGATION	5.0	3.0	5.0	6.0	6.0	6.0	0.0
2160	POLICE COMMUNITY SERVICE	4.0	4.0	4.0	4.0	5.0	5.0	0.0
2210	FIRE ADMINISTRATION	5.5	5.5	5.5	5.5	5.5	5.5	0.0
2220	FIRE SUPPRESSION & CONTROL	50.0	50.0	50.0	50.0	50.0	50.0	0.0
	TOTAL PUBLIC SAFETY	127.5	128.5	128.5	128.5	127.5	127.5	0.0
1800	COMM. DEVELOPMENT-ADMIN	3.0	3.0	3.0	3.0	3.0	3.0	0.0
1750	COMM. DEVELOPMENT- PLANNING	2.0	3.0	3.0	3.0	3.0	3.0	0.0
4110	COMM.DEVELOPMENT-ENGINEERING	1.3	1.3	1.3	1.3	1.3	1.3	0.0
2410	COMM.DEVELOPMENT-INSPECTION	2.6	2.6	2.8	2.8	2.8	2.8	0.0
4210	PUBLIC WORKS ADMINISTRATION	3.0	3.0	3.0	3.0	3.0	3.0	0.0
4220	STREET MAINTENANCE	5.0	5.0	5.0	5.0	6.0	6.0	0.0
4250	CENTRAL FLEET MAINT-HWY FAC	4.0	4.0	4.0	4.0	4.0	4.0	0.0
4260	FORESTRY SERVICE	1.0	1.0	1.0	1.0	1.0	1.0	0.0
6510	DELTA & GROUNDS	1.0	1.0	1.0	1.0	0.0	0.0	0.0
6310	RECREATION SUPERVISION	1.0	1.0	1.0	1.0	1.0	1.0	0.0
6320	RECREATION PROGRAMS	13.8	13.8	15.0	14.5	14.3	14.3	0.0
6500	PARKS & FACILITIES	5.3	5.3	5.3	5.3	5.3	5.3	0.0
4330	SOLID WASTE/COLL & DISPOSAL	1.5	1.6	1.6	1.6	1.6	1.6	0.0

Staffing Levels

GENERAL FUND - OPERATIONS		Budget	Budget	Budget	Budget	Budget	Budget	Change
		FY16	FY17	FY18	FY19	FY20	FY21	
SUMMARY BY FUNCTION								
4910	CEMETERY MAINTENANCE	5.7	5.7	5.7	5.7	5.7	5.7	0.0
1920	FACILITIES	7.0	8.8	9.8	9.8	8.0	8.0	0.0
TOTAL PUBLIC SERVICES		57.2	60.1	62.5	62.1	60.0	60.0	0.0
5100	HEALTH SERVICES	3.4	3.4	3.4	3.9	3.5	3.5	0.0
5500	YOUTH SERVICES				0.5	0.5	0.5	0.0
2920	ANIMAL CONTROL	1.0	1.0	1.0	1.0	1.0	1.0	0.0
15431	VETERANS' SERVICES	0.4	0.5	0.5	0.5	0.5	0.5	0.0
5410	COUNCIL ON AGING	5.9	5.9	5.6	5.6	5.6	5.6	0.0
6110	LIBRARY ADMINISTRATION	2.0	2.0	2.0	2.0	2.0	2.0	0.0
6116	LIBRARY PLANT OPERATIONS	1.3	1.3	1.3	1.3	1.3	1.3	0.0
6120	LIBRARY PUBLIC SERVICES	17.2	17.9	17.9	17.9	17.9	17.9	0.0
6130	LIBRARY TECHNICAL SERVICES	3.3	3.3	3.3	3.3	3.3	3.3	0.0
TOTAL HUMAN SERVICES		34.5	35.3	35.0	35.9	35.5	35.5	0.0
TOTAL TOWN DEPARTMENTS		251.5	256.2	258.5	259.0	255.4	255.1	-0.3
ENTERPRISE FUNDS								
	SEWER - STORMWATER	4.0	4.0	4.0	4.0	4.0	4.0	0.0
	SEWER SANITARY MAINTENANCE	8.0	8.0	8.0	8.0	8.0	8.0	0.0
	WATER ADMINISTRATION	2.0	2.0	2.0	2.0	2.0	2.0	0.0
	WATER MAINTENANCE	10.4	10.4	10.4	10.4	10.3	10.3	0.0

Town of Belmont Organizational Chart

Legend:
 Shaded boxes =
 Elected Positions





Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

Glossary of Key Terms

Abatement - A complete or partial cancellation of a tax levy imposed by a governmental unit as administered by the local Board of Assessors.

Accounting System - A system of financial recordkeeping which records, classifies, and reports information on the financial status and operation of an organization.

Accrual Basis - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Adopted Budget - The resulting budget approved by Town Meeting.

Advance Refunding Bonds - Bonds issued to refund an outstanding bond issue prior to the date on which the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds or other authorized securities, and used to redeem the underlying bonds at maturity or call date and to pay interest on the bonds being refunded or the advance refunding bonds.

Allocation - The distribution of available monies, personnel, buildings and equipment among various Town departments, divisions or cost centers.

Annual Budget - Estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means for financing those activities using revenues.

Appropriation - An authorization by the Town to make obligations and payments from the treasury for a specific purpose.

Arbitrage - Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

Assessed Valuation - A valuation set upon real or personal property by the board of assessors as a basis for levying taxes.

Audit - A study of the Town's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and city charter.

Availability - Available Square Feet divided by the Net Rentable Area.

Balanced Budget - A budget in which receipts are greater than (or equal to) expenditures required by statute for all Massachusetts cities and towns. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined budget period.

Basis of Accounting - Basis of accounting refers to when revenues and expenditures or expenses are recognized in accounts and reported on financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Bond - A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.



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Bond Anticipation Notes - Notes issued in anticipation of later issuance of bonds, usually payable from the proceeds of the sale of the bonds or of renewal notes.

Bonds Authorized and Unissued - Bonds that a government has been authorized to sell but has not sold. Issuance at this point is only contingent upon action by the treasurer.

Bond Counsel - An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond Issue - The sale of a certain number of bonds at one time by a governmental unit.

Budget (Operating) - The operating budget is a plan of financial operation including an estimate of proposed expenditures for a defined period and the proposed means of financing expenditures.

Budget Basis of Accounting - The Town's General Fund budget is prepared on a basis other than generally accepted accounting principles (GAAP). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget.

Budget Calendar - The schedule of key dates or milestones a government follows in the preparation and adoption of the budget.

Budget Message - A general discussion of the submitted budget presented in writing by the Town Administrator as part of the budget document.

Capital Budget - The Capital Budget is a plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

Capital Expenditures - Expenditures which result in the acquisition or addition to fixed assets.

Capital Improvements Program - A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.

Cash Basis of Accounting - Revenues recorded when cash is received and expenses are recognized when cash is paid out.

Charges for Service - (Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government, requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

Cherry Sheet - A form showing all state charges and reimbursements distributed to the Town as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.

Community Preservation Act - On November 2, 2010, residents of Belmont accepted the Community Preservation Act (CPA) which allows the Town to impose a surcharge of 1.5% on real estate taxes. Property exempt from this tax includes the first \$100,000 of residential property as well as certain low-income properties. By enacting the CPA, the Town will receive the maximum available matching funds from the state. Proceeds from both the amount raised by the Town and the amount matched by the State will be used to fund renovations to, and the construction of affordable housing, open space acquisition and historic preservation.



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Cost-Benefit Analysis – A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost incurred for each different alternative.

Cost Center - The lowest hierarchical level of allocating monies, often referred to as a program, project or operation.

Debt Authorization - Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically sections 2, 3, 4 and 6 through 15.

Debt Burden - The debt burden is the level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

Debt Limits - The general debt limit of a city or town consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

Debt Service - Payment of interest and repayment of principal to holders of a government's debt instruments.

Deficit or Budget Deficit - The deficit or budget deficit occurs when there is an excess of budget expenditures over receipts/revenues. The city charter requires a balanced budget.

Department - A principal, functional and administrative entity created by statute and/or the Select Board to carry out specified public services.

Departmental Accomplishments - Completion of a goal or activity that warrants announcement by one or more department.

Encumbrance - Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved. They cease to be encumbrances when paid or when an actual liability is set up.

Enterprise Fund - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full cost of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

Equalized Valuations - (EQVs) The determination of the full and fair cash value of all property in the Commonwealth that is subject to local taxation. EQVs have historically been used as variables in distributing certain state aid accounts, and for determining county assessments and certain other costs. The Commissioner of Revenue, in accordance with M.G.L. Ch. 58, s. 10C, is charged with the responsibility of biennially determining an equalized valuation for each town and city in the Commonwealth.

Excess Levy Capacity - The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Select Board must be informed of excess levying capacity and evidence of their acknowledgement must be submitted to DOR when setting the tax rate.

Expenditures - The amount of money, cash or checks actually paid or obligated for payment from the treasury.



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FY19 Actual - FY19 actual numbers provided by departments based on the departments' internal tracking methods.

FY20 Budget - Numbers stated in the FY20 budget document as the FY20 proposed figure for the performance measure. An "n/a" indicates a new measure or one previously not budgeted.

FY20 Projected - Estimate of what will be achieved in FY01 based on year-to-date performance.

FY21 Budget - Estimated FY21 performance set by the departments.

Fiduciary Fund - Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units and other funds. These include expendable trusts, non-expendable trusts, pension trusts and other agency funds.

Financing Plan - The estimate of revenues and their sources that will pay for the service programs outlined in the annual budget.

Financial Task Force – FTF – The Task Force was formed by the Select Board to develop a long term financial and capital plan.

Fiscal Year - The twelve month financial period used by all Massachusetts municipalities, beginning July 1 and ending June 30 of the following calendar year. The fiscal year is identified by the year in which it ends.

Free Cash - (Also Budgetary Fund Balance) Funds remaining from the operations of the previous fiscal year which are certified by DOR's director of accounts as available for appropriation. Remaining funds include unexpended free cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet and unspent amounts in budget line-items. Unpaid

property taxes and certain deficits reduce the amount of remaining funds which can be certified as free cash.

Full and Fair Market Valuation - The requirement, by State law, that all real and personal property be assessed at 100% of market value for taxation purposes. "Proposition 2½" laws set the Town's tax levy limit at 2½% of the full market (assessed) value of all taxable property.

Fund - A set of interrelated accounts which record assets and liabilities related to a specific purpose. Also a sum of money available for specified purposes.

Fund Accounting - Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - The excess of assets of a fund over its liabilities and reserves.

GASB 34 - A major pronouncement of the Governmental Accounting Standards Board (GASB) requires a report on overall financial health, including trends, prospects for the future, cost of delivering services and value estimates on public infrastructure assets.

General Fund - The major municipality-owned fund, which is created with City receipts and which is charged with expenditures payable from such revenues.



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Generally Accepted Accounting Principles (GAAP) - A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.

General Obligation Bonds - Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

Geographical Information System (GIS) - Computerized mapping system and analytical tool that allows a community to raise and sort information on a parcel, area or community wide basis.

Goal - A proposed course of action toward which departmental effort is directed.

Governmental Funds - Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

Grant - A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

Hotel/Motel Excise - Allows a community to assess a tax on short-term room occupancy at hotels, motels and lodging houses, as well as convention centers in selected cities.

Interest - Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as a discount at the time a loan is made.

Interfund Transactions. Payments from one administrative budget fund to another or from one trust fund to another, which results in the recording of a receipt and an expenditure.

Intrafund Transactions - Financial transactions between activities within the same fund, an example would be a budget transfer.

License and Permit Fees - The charges related to regulatory activities and privileges granted by government as defined in bylaw and regulat

Levy Limit - The maximum amount of tax a community can levy in a given year. The limit can grow each year by 2.5 percent of the prior year's levy limit (M.G.L. Ch. 59, s. 21C (f,g,k)), plus new growth and any overrides. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion or special exclusion.

Line-Item Budget - A format of budgeting which organizes costs by type of expenditure such as supplies, equipment, maintenance or salaries.

Massachusetts Water Pollution Abatement Trust (MWPAT) - A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act. This fund revolves by the MWPAT issuing large pooled bond issues for various environmental construction projects and then loaning these funds to communities, with subsidies from the state reducing the debt service payments for these communities.

Meals Excise - Local excise option which allows communities to assess a sales tax on sales of restaurant meals originating in the city by a vendor.



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Modified Accrual Basis - The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures in the current period. Expenditures are recognized when the related fund liability is incurred, except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

N/A - The information is not available or not applicable.

Non-Tax Revenue - All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for service, fines and forfeits and other miscellaneous revenue.

Official Statement - A document prepared for potential investors containing information about a prospective bond or note issue and the issuer.

Overlay - The amount raised by the assessors in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions.

Pay-As-You-Go Funds - The appropriation of current revenues, including Property Taxes and Free Cash, to fund capital improvements, as opposed to incurring debt to cover the costs.

Performance Based Budget - A budget that bases expenditures primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expenditure classifications, such as character and object class, but these are secondary to activity performance.

Performance Measure - An instrument for determining the amount or degree a department or division executes an action or task; the degree of goal fulfillment achieved by programs.

Performance Standard - A statement of conditions that exists when a job is well done.

Policy - A definite course of action adopted after a review of information, and directed at the realization of goals.

Procedure - A method used in carrying out a policy or plan of action.

Program - Collections of work-related activities initiated to accomplish a desired end.

Program Budget - A budget format which organizes expenditures and revenues around the type of activity or service provided and specifies the extent or scope of service to be provided, stated whenever possible in precise units of measure.

Proposition 2½ - A statewide tax limitation initiative petition limiting the property tax levy in cities and towns in the Commonwealth to 2½ percent of the full and fair cash valuation of the taxable real and personal property in that city or town. The statute also places an annual growth cap of 2½ percent on the increase in the property tax levy.

Purchase Order - A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated or estimated price. Outstanding purchase orders are called encumbrances.



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Purpose & Overview - A short description of a Town department or division describing the charges and/or functions of that particular department or division.

Rating Agencies - This term usually refers to Moody's Investors Service, Standard and Poor's Corporation and Fitch Ratings. These are the three major agencies that issue credit ratings on municipal bonds.

Refunding Bonds - Retirement of an existing bond issue through the sale of a new bond issue when interest rates have fallen, issuers may want to exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

Registered Bonds - Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

Reserves - An account used to indicate that portion of fund equity which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Reserve for Contingencies - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Revaluation - A reasonable and realistic program to achieve the fair cash valuation of property, in order to ensure that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of their property.

Revenue - Additions to the Town's financial assets (such as taxes and grants) which do not in themselves increase the Town's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities,

provided there is no corresponding decrease in assets or increase in other liabilities.

Revolving Fund - A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the Select Board.

Service Level - The extent or scope of the Town's service to be provided in a given budget year. Whenever possible, service levels should be stated in precise units of measure.

Service Program - A planned agenda for providing benefit to citizens.

Significant Budget Modification - An increase or decrease of a departmental budget of such importance that highlighting is necessary.

Submitted Budget - The proposed budget approved by the Select Board and forwarded to Town Meeting for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town charter.

Supplemental Appropriations - Appropriations made by Town Meeting after an initial appropriation, to cover expenditures beyond original estimates.

Tax Anticipation Notes - Notes issued in anticipation of taxes, which are usually retired from taxes collected.

Tax Rate - The amount of tax levy stated per \$1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a city or town. The 1978 amendment allowed the legislature to create three classes of taxable property:



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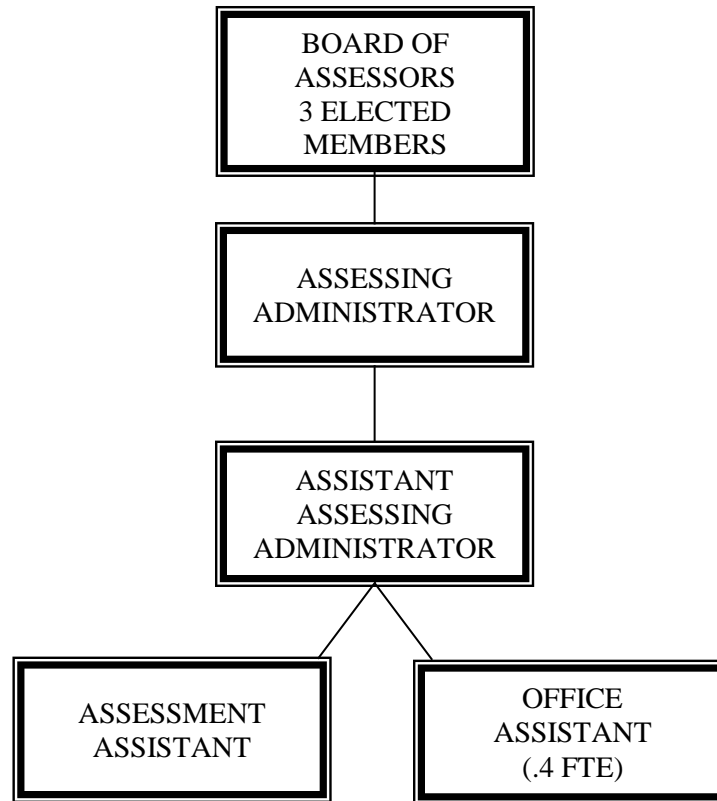
1) residential real property, 2) open space land, and 3) all other (commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

Unit Cost - The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.

Unrestricted General Government Aid (UGGA) - The components of local aid including additional assistance and lottery aid, which were combined into this one category, UGGA.

Valuation (100%) - A requirement that the assessed valuation must be the same as the market value for all properties.

BOARD OF ASSESSORS



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Personnel Detail

Position Classification	FTE FY2014	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FY20 SAL	FTE FY2021	DEPT. REQ. SAL	FTE FY2020	TA RECOMMENDED SAL
Assessors												
Assessing Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 110,428	1.0	\$ 110,428	1.0	\$ 111,532
Assistant Assessing Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 85,805	1.0	\$ 85,805	1.0	\$ 85,805
Part-time Office Assistant	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 10,470	0.4	\$ 12,954	0.4	\$ 12,954
Part-time Office Assistant	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 6,099	-	\$ -	-	\$ -
Assessment Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 62,639	1.0	\$ 65,007	1.0	\$ 65,007
Assessing Board	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 2,196	0.2	\$ 2,196	0.2	\$ 2,196
Assessing Board	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 2,196	0.2	\$ 2,196	0.2	\$ 2,196
Assessing Board	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 3,000	0.2	\$ 3,000	0.2	\$ 3,000
Total	4.2	4.2	4.2	4.2	4.2	4.2	4.2	\$ 282,833	4.0	281,586	4.0	\$ 282,690

Vacant or changes to position

FY2021 we have 1 part-time employee (vs. 2 previously).

Assessors



BOARD OF ASSESSORS

OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$ 282,833.00	\$ 282,690.00	\$(143.00)	-0.1%	4.0
Total Expenses	\$ 136,000.00	\$ 136,000.00	\$ -	0.0%	
Grand Total	\$ 418,833.00	\$ 418,690.00	\$(143.00)	0.0%	

Submitted by: Board of Assessors

Summary of Program Responsibilities:

The Board of Assessors is required by Massachusetts Law to list and value all real and personal property. The valuations are subject to ad valorem taxation. Assessed values in Massachusetts are based on "full and fair cash value" or 100% of fair market value. The Assessors' review sales on a monthly basis to establish values on January 1st.

Assessors are required to submit these values to the State Department of Revenue for certification every five years. In the years between full certification the Assessors must also maintain the values based on a statistical testing reviewed by the Department of Revenue on an annual basis. The Assessors review sales and the market every year and thereby reassess every year.

The Assessor's Office commits Motor Vehicle Excise tax, administers farming, recreation, and foresting programs in the form of Chapter land, processes exemptions and abatements, maintains a parcel based mapping system for assessment purposes and maintains the computer based property records and inventory for all land, buildings and personal property within the Town of Belmont.

FY20 Accomplishments:

- In Fiscal Year 2020 values were certified by the as part of the Interim Year Revaluation adjustment as supervised by the Department of Revenue.
- New growth estimates for Fiscal Year 2020 were realized. Cyclical inspections were completed as scheduled.
- Completed over 1200 inspections of properties based on cyclical review as well as sales and permit inspections.
- The Board of Assesses acted on Appellate Tax Board Cases as necessary.

Taxable Property	Count	% of Total	Assessment	% of Tax Base
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Single Family	4,534	51.66%	\$5,824,334	1.13%
Condominium	1,785	20.34%	\$976,857	0.19%
Two & Three Family	1,529	17.42%	\$1,541,080	0.30%
Apartments	34	0.39%	\$194,785	0.04%
Commercial	190	2.16%	\$305,294,100	58.98%
Industrial	12	0.14%	\$24,014,500	4.64%
Personal Property	449	5.12%	\$87,453,160	16.90%
Misc. Property	241	2.75%	\$92,282,000	17.83%
Total	8,777	100.0%	\$517,580,816	100.00%

Department Budget:

The Fiscal Year 2021 budget is \$418,690 with listing and valuing appropriating approximately 32.3%, new growth approximately 29.1%, administering abatements and exemptions approximately 25.0%, and excise taxation approximately 13.6% of duties performed. Non-personnel expenses represent 32.4% of the department budget with the revaluation expense as the major expense item.

FY21 Program:	Salaries	Other	Total	% of Total
List & Value	\$91,483	\$43,656	\$135,139	32.3%
New Growth	\$82,214	\$39,712	\$121,926	29.1%
Abatements & Exemptions	\$70,671	\$34,136	\$104,807	25.0%
Excise Taxation	\$38,322	\$18,496	\$56,818	13.6%
Totals:	\$282,690	\$136,000	\$418,690	100.00%

Staffing and Structure:

The Assessors' Office currently has three full time employees and two part time employees. There is also a three member Board of Assessors. It is important to note that the work and functions performed by the Board is approximately equivalent to an additional full-time employee.

Assessors' Staffing Breakdown by Program - FY21		
List and Value	1.10	32.3%
New Growth	1.00	29.1%
Abatements & Exemptions	0.86	25.0%
Excise Taxation	0.47	13.6%
Total FTEs:	3.43	100%



GOALS, PROGRAM PERFORMANCE MEASURES AND DESCRIPTION OF FUNCTION:

A. 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 1,000 parcels annually for cyclical review.

2. Program Performance Measures

List & Value Program	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# Sales Visited for Verification	160	160	160	160
% of Sales Inspected	60%	60%	65%	65%
# Transfers of Title	100%	100%	100%	100%
# Sales Questionnaires Mailed to New Owners	440	550	450	500
# Income & Expense Statements Submitted	240	240	240	240
# Existing Properties Inspected	530	500	500	500

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 of the fiscal year. There are approximately 8,000 parcels in the Town of Belmont to be appraised and assessed annually.

Throughout the year the assessing staff researches sales through the Registry of Deeds' online 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



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visited by the Assessing Administrator who re-measures the improvements and tries to gain access to the 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, if necessary, information is changed 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, with the sales falling 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 the 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.

B. 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 Performance Measures

New Growth	FY 19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# 1-3 Families Inspected	1,188	1,050	1,251	1,159
# of Permits Reviewed	450	450	450	450
\$ Per Residential Inspection	\$45	\$45	\$45	\$45
# of Condo Conversions: Multifamily to Units	6 to 13	5 to 10	17 to 34	22 to 48

3. Description of Function

The Assessors' Office collects permit information submitted 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 is evaluated. All changes are processed in the property record of



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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.

C. Administer Abatements and Exemptions

1. Goals

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

2. Program Performance Measures

Abatement & Exemptions	FY 19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
Abatement Applications Submitted:				
# Residential:	94	200	144	164
# Commercial/Industrial:	6	6	4	6
# Personal Property:	4	5	4	5
# Statutory Exemption:	200	270	200	205

- 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 submitted 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 submitted applications for the Board of Assessors to review, and processing exemptions or denials.



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Any taxpayer 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 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.

D. 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 Performance Measures

Excise Taxation	FY 19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# Bills Processed	21,429	21,500	21,500	21,500
# Abatement Applications Received & Processed	680	690	690	690

- 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. Description of Function

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.



SUMMARY:

Innovation and Initiatives:

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. All sales are visited and sales data is verified through research at the Middlesex County South Registry of Deeds, Multiple Listing Information as well as interviews with the homeowners and local real estate brokers.

Both the elected and administrative staff attends industry seminars and educational offerings from the Department of Revenue, the International Association of Assessing Officers, Massachusetts Association of Assessing Officers and the Appraisal Institute to insure that the Assessing Department adheres to Department of Revenue's regulations.

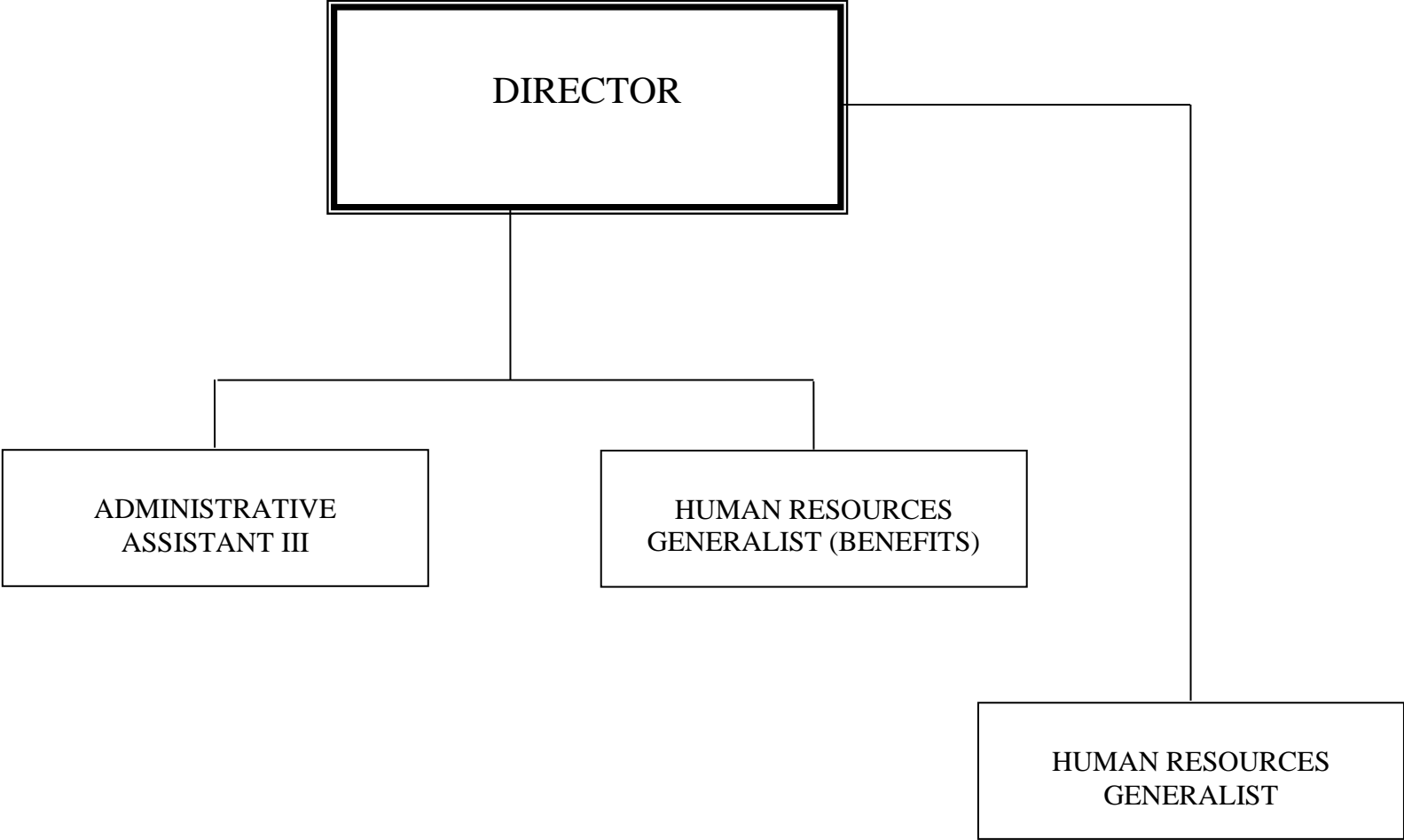
Opportunities:

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.

Challenges:

For Fiscal Year 2021, our goal is to successfully complete the interim year adjustment as required by the Department of Revenue and to have the actual tax bills mailed in December 2020.

HUMAN RESOURCES



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Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>
Human Resources												
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 127,282	1.0	\$ 127,282	1.0	\$ 128,555
Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,127	1.0	\$ 72,127	1.0	\$ 72,848
*Benefits Coordinator - New Title HR Generalist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 61,323	0.5	\$ 33,359	0.5	\$ 33,359
Administrative Assistant III	0.9	0.9	0.9	0.9	0.9	0.9	0.8	\$ 49,010	0.8	\$ 49,010	0.8	\$ 49,500
Total	3.9	3.9	3.9	3.9	3.9	3.9	3.8	\$ 309,742	3.25	\$ 281,778	3.25	\$ 284,261

Vacant or changes to position

Proposal is to hire another 40 Hour HR Generalist. 20 Hours will be paid from the Trust as this position will handle benefits.

The benefits position had historically been 37.5 hours all from the Trust, focusing solely on benefits.

The other 20 hours will be paid by Belmont Light as this will be a shared position. HR Generalist duties will be performed on behalf of Belmont Light.

* Benefits Coordinator Salary - Paid From the Health Insurance Trust Fund



HUMAN RESOURCES

OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$306,335.00	\$284,261.00	(\$22,074.00)	-7.21%	3.25
Total Expenses	\$36,200.00	\$36,200.00	\$0.00	0.00%	
Grand Total	\$342,535.00	\$320,461.00	(\$22,074.00)	-6.44%	

Submitted by: Jessica Porter, Director

Program Responsibilities: The primary areas of responsibility that fall under the purview of the Human Resources Department are as follows:

Benefits Administration: The Human Resources staff is responsible for administering benefits for all Town and School employees (inclusive of the Light Department). Benefits offered include a self-insured health plan offered by Harvard Pilgrim, retiree health plans offered by Harvard Pilgrim and Tufts, dental plans offered by Delta Dental, Life Insurance plans offered by Boston Mutual, and an Employee Assistance Program. Optional benefits include Section 125 Flexible Spending Plans and Deferred Compensation Plans. Administration includes all deductions, bill processing, COBRA notices, and close collaboration with our insurance consultant. Administration also includes handling questions and concerns from employees, retirees and prospective employees.

Employee/Labor Relations: The Human Resources staff is responsible for negotiating the contracts for seven unions, and handling any grievances associated with staff covered under these contracts. Staff also manages worker's compensation issues and unemployment, in collaboration with the School Human Resources office. Lastly, staff manages employee concerns, performance issues/management, drafting and enforcement of policies, and management of the Employee Handbook.

Pay and Position Classification: The Human Resources staff is responsible for maintenance and updates of all Town job descriptions. Staff is also responsible for the pay plans for all non-union and union employees. Salary and benefit surveys are conducted periodically to ensure that Town of Belmont employees are fairly compensated relative to the municipal job market.

Recruitment & Retention: The Human Resources staff is responsible for recruitment of all new employees. The recruitment process ensures compliance with all applicable federal and state laws relative to the posting of positions, union contract obligations, as well as Town of Belmont best practices. Once hired, the Human Resources staff



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seeks out relevant, applicable training for our employees to ensure that they remain current in their skills, often utilizing resources available through our partnership with the Massachusetts Municipal Association.

In addition to the primary areas above, Human Resources staff also provides informational assistance to residents, prospective applicants, and other municipalities, upon request, regarding our benefits, compensation and staffing. Collaboration and information sharing between municipalities ensures fair and consistent policies and practices, and assists us with recruiting and retaining the best talent possible.

Staffing:

The Human Resources Departmental budget has 2.75 FTEs, comprised of a full time H.R. Director, a full time H.R. Generalist, and a part-time (30 hours) Administrative Assistant. In addition, there is a part time (20 hours) Benefits Coordinator assigned to the daily administration of insurance plans and benefits for all Town and School employees as well as retirees. The cost of this position is charged to the Town's Health Insurance Trust Fund.

Budget:

The FY21 Human Resources budget is \$317,977 with 25% related to benefits administration; 45% for employee/labor relations; 15% for pay and classification plan matters; and 15% for recruitment and retention efforts.

Program Performance /Measures:

Solid performance is measured by ensuring timely contract settlements, within the financial parameters established by the Select Board. A solid workforce, with minimal employee issues is another indicator of performance. Lastly, attracting top talent for Belmont's open positions, and retaining that talent by providing for adequate training opportunities and promotional opportunities, is a key factor of performance.

FY20 Accomplishments:

- Continued to update and implement numerous employment policies that were either outdated or non-existent.
- Continued our formal employee training program utilizing free available resources.
- Held regular, quarterly meetings of the Town Safety Committee, to discuss training opportunities, workers compensation cases, and grant opportunities.
- Collaborated with the School Human Resources office on a regular basis.
- Collaborated extensively with the Belmont Retirement Board office on various issues.
- Worked on various position reclassifications among several departments.
- Organized the fifth annual Thanksgiving Food Drive for benefit of the Belmont Food Pantry.
- Collaborated with the payroll office and worked with our software vendor (MUNIS) to complete the extensive filing requirements relative to the Affordable Care Act.
- Began negotiations with all unions for contract period July 1, 2020 to June 30, 2022.
- Worked with the Select Board and Public Employee Committee to negotiation health insurance plan design changes per M.G.L. c. 32B §§21-23.
- Assisted with the recruitment of a new Police Chief.



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- Assisted with the recruitment of a new Assistant Police Chief.

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, and the Town's Medicare match.

FY21 Department Budget by Function:	Salaries	Other	Total	% of Total
Benefits Administration	\$70,444		\$70,444	24.8%
Employee/Labor Relations	\$129,284		\$129,284	45.5%
Pay & Position Classification	\$42,267		\$42,267	14.9%
Recruitment & Retention	\$42,267		\$42,267	14.9%
SubTotal:	\$284,262	\$0	\$284,262	88.7%
Other Expenditure	\$0	\$36,200	\$36,200	11.3%
TOTAL	\$284,262	\$36,200	\$320,462	100.0%



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STAFFING AND STRUCTURE:

The Human Resources Department is a four person team, led by the H.R. Director. The full time H.R. Generalist assists with recruitment and training efforts; assists the Director with a variety of projects related to Collective Bargaining and other employee matters; and handles many routine tasks associated with Human Resources operations. The part time Benefits Coordinator* handles all administration of employee and retiree benefits including Health, Dental, Life, Flexible Spending, and collaborates with the Retirement System Administrator and Payroll offices. The part-time (30 hours) Administrative Assistant handles all job postings, processing of applications, billing for the department, and assists with Workers' Compensation and Unemployment matters.

FY21	Total	% of Total
Benefits Administration	\$70,444	22.0%
Employee/Labor Relations	\$129,284	40.3%
Pay & Position Classification	\$42,267	13.2%
Recruitment & Retention	\$42,267	13.2%
Other	\$36,200	11.3%
Total FTEs:	\$320,462	100.0%

*This position is funded through the Health Insurance Trust.



GOALS, PROGRAM PERFORMANCE MEASURES, AND DESCRIPTION OF FUNCTION:

BENEFITS ADMINISTRATION

Goals:

- To accurately and efficiently administer all benefit plans for eligible employees and eligible retirees.
- To coordinate with the Payroll Department to ensure correct deductions from employee payroll and retiree pension checks.
- To ensure all benefit offerings are in compliance with appropriate State and Federal laws.

Program Performance Measures:

Performance Measures	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Number of Employees and Retirees Eligible for Health, Dental and Life Insurance	1,600	1,557	1,557	1,700
Number of Employees Participating in Flexible Spending Plans	113	113	120	190
Number of Workers Compensation Cases for School & Town	22	20	24	22
Number of Unemployment Cases for School and Town	28	17	20	20

Description of Function:

Administer the enrollment of approximately 785 eligible employees and 772 retirees/spouses 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. Inform and educate employees and prospective employees about plan offerings and benefit options.

EMPLOYEE/LABOR RELATIONS

Goals:

- The primary goal for FY21 will be to conclude negotiations with any of the eight (8) unions whose contracts are not settled by their current expiration date of June 30, 2020.
- Settle all contracts at a fair and equitable percentage amount, within the established guidelines for what the Town can afford to pay.
- Resolve grievances and other employee issues quickly, fairly, and consistently.



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Program Performance Measures:

Performance Measures	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Number of Union Contracts Expiring	0	8	8	8
Number of Union Contracts Expired, Not Settled	0	0	0	7
Number of Union Contracts Settled Prior to Expiration	0	1	1	8

Description of Function:

Under M.G.L. Chapter 150E, public employees are allowed to unionize. As such, the Town of Belmont has eight (8) unions (excluding the School Department). The Human Resources Director serves as the lead negotiator for the Town. At the direction of the Select Board, contracts are negotiated within a consistently applied cost parameter, with exceptions for market rate adjustments or other unique circumstances. With assistance from Staff, the Director conducts informal salary and benefit surveys from our comparable communities to insure that Belmont is competitive, as part of the negotiation process. Town Labor Counsel is primarily used in an advisory capacity, and rarely participates directly in negotiations, which greatly lowers costs to the Town.

PAY & POSITION CLASSIFICATIONS:

Goals:

- To monitor and review as necessary the job descriptions and pay scales for all employees.
- Update any outdated/obsolete job descriptions.
- Ensure that salaries are paid consistent with the municipal job market

Program Performance Measures:

Performance Measures	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Number of Town Positions Evaluated	8	10	10	20



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Detailed Description:

The current Pay Classification system was put into place by an impartial, contracted consultant (Human Resources Services, Inc.) who utilizes a proprietary system to impartially categorize each position and job description. Annually, salary ranges for each category increase to provide for COLA adjustments. Such adjustments are reviewed and voted by the Board of Select Board.

RECRUITMENT & RETENTION:

Goals:

- To recruit and retain the best possible talent in order to better serve the residents and businesses of Belmont.
- To offer appropriate and adequate training opportunities to employees to help them maintain and improve their skills.
- To fully comply with all State and Federal hiring requirements.

Program Performance Measures:

Performance Measures	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Number of External Advertisements	15	19	25	18
Number of Internal Job Postings	17	15	25	18

Detailed Description:

Employment advertisements, as well as initial collection and screening of applications are all processed through the Human Resources office. Assistance with the full interview and recruitment process is then provided to the respective department. Once top notch staff is brought on board, regular training opportunities are presented and communication with staff takes place to ensure job satisfaction and maximum output of effort. With a few exceptions, recruitment is handled in-house, without the use of Staffing Agencies or other services.



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INNOVATION:

During FY2020 the Human Resources Department continued to fine tune many of its existing processes and implement new ideas. We continued to streamline processes, and continued efforts towards a more “paperless” office. We negotiated a change in health insurance plan design with the Public Employee Committee, which is comprised of representatives from each of the Town and School unions. We also continued to explore free training and grant opportunities through our partnership with the Massachusetts Interlocal Insurance Agency (M.I.I.A.).

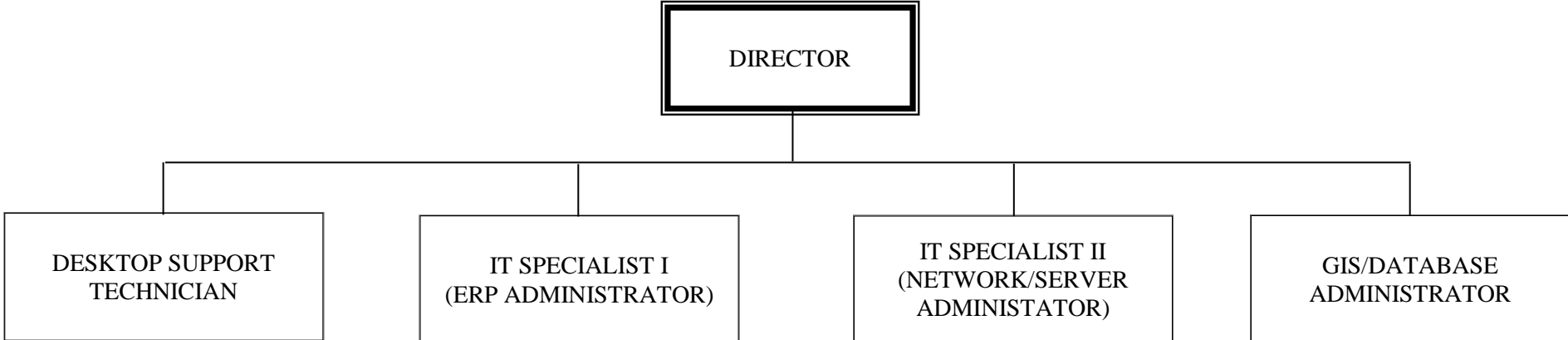
OPPORTUNITIES:

During FY2020, Human Resources continued to collaborate with Departments to assist with various needs and projects. Meetings of the Insurance Advisory Committee were held in order to meet and work together with Town and School Union leadership relative to benefit offerings. We discussed cost saving changes and improvements to Retiree Health Insurance coverage, Dental coverage and Life Insurance coverage. Lastly, the staffing levels in the Human Resources department were assessed in light of the vacancy in our full time Benefits Coordinator position and a reduction in hours for this position was made (37.5 hours down to 20 hours).

CHALLENGES:

A primary goal and challenge for FY2021 will be to successfully complete negotiations for all union contracts (current contracts are set to expire June 30, 2020). The Affordable Care Act continued to provide challenges during FY2020, most notably the 1095-C filing requirements. Human Resources worked with Finance and IT once again to ensure full compliance with this requirement and provide the necessary forms to eligible recipients as well as insure timely filing with the IRS.

INFORMATION TECHNOLOGY DEPARTMENT



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Personnel Detail

Position Classification	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>FY20</u> <u>SAL</u>	<u>DEPT. REQ.</u> <u>FY2021</u>	<u>FTE</u> <u>FY2021</u>	<u>TA RECOMM</u> <u>FY2021</u>	<u>FTE</u> <u>FY2021</u>
Information Technology												
Information Systems Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 96,547	\$ 96,547	1.0	\$ 97,512	1.0
GIS Database Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 81,387	\$ 81,387	1.0	\$ 82,201	1.0
Information Specialist I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 78,693	\$ 78,693	1.0	\$ 79,480	1.0
Information Specialist II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,614	\$ 74,614	1.0	\$ 75,360	1.0
Technical Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 58,507	\$ 58,507	1.0	\$ 59,092	1.0
Total	5.0	5.0	5.0	5.0	5.0	5.0	5.0	389,748.3	389,748.3	5.0	393,645.8	5.0
Vacant or changes to position												

Information Technology



INFORMATION TECHNOLOGY

OVERVIEW:

Budget Overview:

FY21 Budget	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$389,748	\$393,645	\$3,897	1.0%	5
Total Expenses	\$432,459	\$502,700	\$70,241	16.2%	
Total Overlay	\$145,000	\$145,000	\$0	0.0%	
Grand Total	\$967,207	\$1,041,345	\$74,138	7.7%	

Submitted by: Dave Petto

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

Program Responsibilities:

The Information Technology Department has five primary responsibilities:

- *Desktop Services.* The Department provides Computer Help Desk, Printer, PC replacement and Mobile (laptop, tablet and smartphone) services for all Town Departments.
- *ERP System Administration.* The Department provides Enterprise Resource Planning (ERP) System administration for the Town's MUNIS system.
- *GIS and Database Administration.* This Department is responsible for maintaining the Town's Geographical Information System (GIS) including the Master Address Table (MAT) and also maintains the several Databases developed by all Town Departments.
- *File Server and Communications Administration.* This Department maintains the Town's Email System (MSOffice 365), systems security (anti-virus, anti-malware and encryption), Intrusion Detection System (IDS), Identity Management System, User Behavioral Analytics, Browser services, File storage, Fire Dispatch System, Fire Staff Management System, Backup Systems, Cloud Based 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, GIS, and File Storage. Also, to provide training in proper security measures for protection of personal information for residents and staff.

FY20 Accomplishments:

- Installed new Town ISP at Fire Station and removed old one at High School.
- Created consolidated Building Management System (BMS) for School and Town buildings.
- Developed and implemented plan for moving and maintaining operations at DPW garage during renovations.
- Planned Fiber installation for temporary Police Station.



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- Replaced 20 Desktop Computers, 4 Laptops, and 2 Printers.
- Added 4 new Desktop Computers.
- Maintained Computer Imaging System to latest version of Windows 10.
- Installed new managed service for Security Information and Event Management (SIEM) and Intrusion Detection (Neturion).
- Adjusted Data Auditing & Protection, Identity Management, and User Behavioral Analytics System for new types of malware detection.
- Added Ransomware detection and mitigation to Security Systems.
- Expanded Security Awareness training (KnowBe4) to Light, Library and Police Departments.
- Began implementation of Multi Factor Authentication (MFA) for all Town Staff.
- Conducted training classes for password management system (LastPass).
- Upgraded IT Department workorder system (BOSS).
- Replaced 2 virtual host servers.
- Upgraded server operation systems (OS).
- Upgraded on premises SQL servers.
- Updated Belmont GIS parcel data to MassGIS standard and submit to state.
- Implemented Water Asset Management System and integrated with GIS.

Department Budget:

The chart below represents the program 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 Non-Salaried Cost of Services for each program consists of Hardware refresh, Software Licensing and Software Maintenance costs associated with the program.

Program	Salaries	Non-Salaried Cost of Services	Total	% of Total
Desktop Services	\$86,602	\$97,803	\$184,405	17.7%
ERP System Admin	\$94,475	\$161,925	\$256,400	24.6%
GIS/DB Admin	\$90,538	\$31,737	\$122,275	11.7%
File Server / Communications	\$102,348	\$323,850	\$426,198	41.0%



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Technology Training	\$19,682	\$32,385	\$52,067	5.0%
Totals:	\$393,645	\$647,700	\$1,041,345	100.0%

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.

Program:	Total	% of Total
Desktop Services	1.1	22.0%
ERP System Admin	1.2	24.0%
GIS/DB Admin	1.1	22.0%
File Server/ Communications	1.3	26.0%
Technology Training	0.3	6.0%
Totals:	5.0	99.9%



GOALS, PROGRAM PERFORMANCE MEASURES AND DESCRIPTION OF FUNCTION:

DESKTOP SERVICES:

1. Goals:

- To reduce resolution time for tech support requests.
- To reduce number of support recalls.

2. Program Performance Measures:

	FY19	FY20	FY20	FY21
Desktop Services	Actual	Budget	Estimated	Budget
Performance Measures				
# TechSupport Requests	3215	3100	3100	3400
# Techsupport Requests Resolved within 5 days	2376	2750	2600	2700
# Request for Support Recalls	257	270	250	270
% Request for Support Recalls	8%	8.71%	8.06%	7.94%

3. Description:

The department currently services 256 desktop computers, 48 laptops, 34 Tablets and 45 Smartphones. These are distributed throughout 22 departments and divisions in ten buildings. Also serviced are 92 printers. Servicing involves software installations and updates, virus scans, repairs and replacements. The department maintains and administers approximately 40 departmental specific software applications in addition to Town-wide applications such as Microsoft Office, Adobe Acrobat, LastPass, MUNIS, etc. The FY20 support request level is consistent with several system changes along with added security policies to reduce data breach exposure. This level of support requested is expected to continue as more systems are upgraded and more security procedures implemented. Industry standard for computer replacement is three years. Our replacement schedule is five years. Printers are replaced on an as needed basis, typically six to eight years. Maintenance of software licensing is also a component of this function.

ERP SYSTEM ADMINISTRATION:

1. Goals:

- To maintain system availability.
- To maintain system at most current patch level.



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2. Program Performance Measures:

ERP System Services	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
Performance Measures				
System Up-Time %	97.5%	98.0%	98.0%	97.0%
# of Updates/Patches	1273	950	1600	2000

3. Description:

The ERP (Enterprise Resource Planning) system is provided by Tyler Technologies and is called MUNIS. It provides a common repository for the entire Town's financial assets and personnel data. The MUNIS system is used by all departments and is a vital and critical component of the technology infrastructure. The ERP system is a 'Cloud' based system, meaning the server/network infrastructure is located in Tyler Technologies datacenters. Administration is performed by the IT Specialist I (ERP Administrator) and involves version upgrades, weekly updates, database backups, user account maintenance, support help desk service call resolution, monthly file maintenance, system integration, and security.

GIS & DATABASE ADMINISTRATION:

1. Goals:

- To maintain up to date GIS.
- To increase departmental use of GIS.
- To maintain database efficiency.

2. Program Performance Measures:

GIS/Database Administration	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
Performance Measures				
# Dept Using GIS	16	16	18	20
Database Up-time %	99.0%	99.0%	98.5%	99.0%
# of Updates/Features	1520	1800	1755	1800
# of Maps & Geodatabases	272	250	243	250

3. 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)



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platform. The main challenge in maintaining the GIS is keeping data updated. Parcel information is derived from the Assessors appraisal system and manipulated to update a Master Address Table (MAT) which is utilized by other systems. 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 databases in the Town. Although the main platform for the Town is Microsoft SQL Server, we do have several other databases to maintain. Maintenance involves monthly updates, performance analysis, table modifications, and system integration.

FILE SERVER & COMMUNICATION ADMINISTRATION:

1. Goals:

- To maintain file system availability.
- To maintain email system availability.
- To keep systems at most current patch level.

2. Program Performance Measures:

File Server & Communication	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
Performance Measures				
File System Up-time Percentage.	98.0%	99.0%	99.0%	99.0%
Email System Up-time Percentage.	97.5%	98.0%	98.0%	98.5%
# of Upgrades/Patches	206	150	240	300

3. Description:

The Town server infrastructure currently contains 40 servers (35-Virtual, 5 Physical). 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 Town data in two locations for redundancy purposes. Data backup to Cloud storage is performed four times a day to ensure no loss of data for any reason. The Town utilizes Microsoft Office 365 in the 'Cloud' for email. There are currently over 185 mailboxes which are constantly scanned for viruses and SPAM. We have an on premise email archiving system (Barracuda) which provides eDiscovery capability.

TECHNICAL TRAINING:

1. Goal:

- To Increase Technical Proficiency of Staff.



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2. Program Performance Measures:

Technical Training	FY19	FY20	FY20	FY21
Performance Measures	Actual	Budget	Estimated	Budget
# Training Classes/Events	32	40	40	48
# Users Trained	75	100	90	120
# Online Trained Users	14	151	200	299

3. Description:

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, Security, and Policy training. As systems are changed or added, 'one on one' training is performed as much as possible. We also have online training available on a request basis with 10 licensed seats through LinkedIn Learning. In addition, we are using Computer Based Training (CBT) for security awareness through KnowB4.

SUMMARY:

Innovation and Initiatives:

Securing the Town's resident and employee personal information is the top priority of the IT Department.

State and local government are in the top three most attacked targets by cybercriminals.

To stay on top of the latest cyber threats we are members of the Multi-State Information Sharing and Analysis Center (MS-ISAC), Center for Internet Security and Department of Homeland Security and several other organizations. Through information sharing with these various organizations we are constantly adjusting our Data Auditing & Protection, Identity Management, User Behavioral Analytics, Intrusion Detection Systems to thwart the latest detected threats.

We have recently added a managed service SIEM (Security Information and Event Management). This system analyzes the thousands of system log files from all the computers, servers, and network firewalls for attacks, intrusions and system malfunctions. Through this system we are alerted and through programming, systems are automatically shutdown in case of malware.

Opportunities:

Some of our goals for FY2020 to reduce costs and more efficiently utilize the current staff and systems are:

- Continue to integrate our GIS with several other Town systems.
- Enhance our cybersecurity posture by fine tuning security systems and implementing 'best practices'.
- Increase Security Awareness training.
- Increase technology training for the staff.



Challenges:

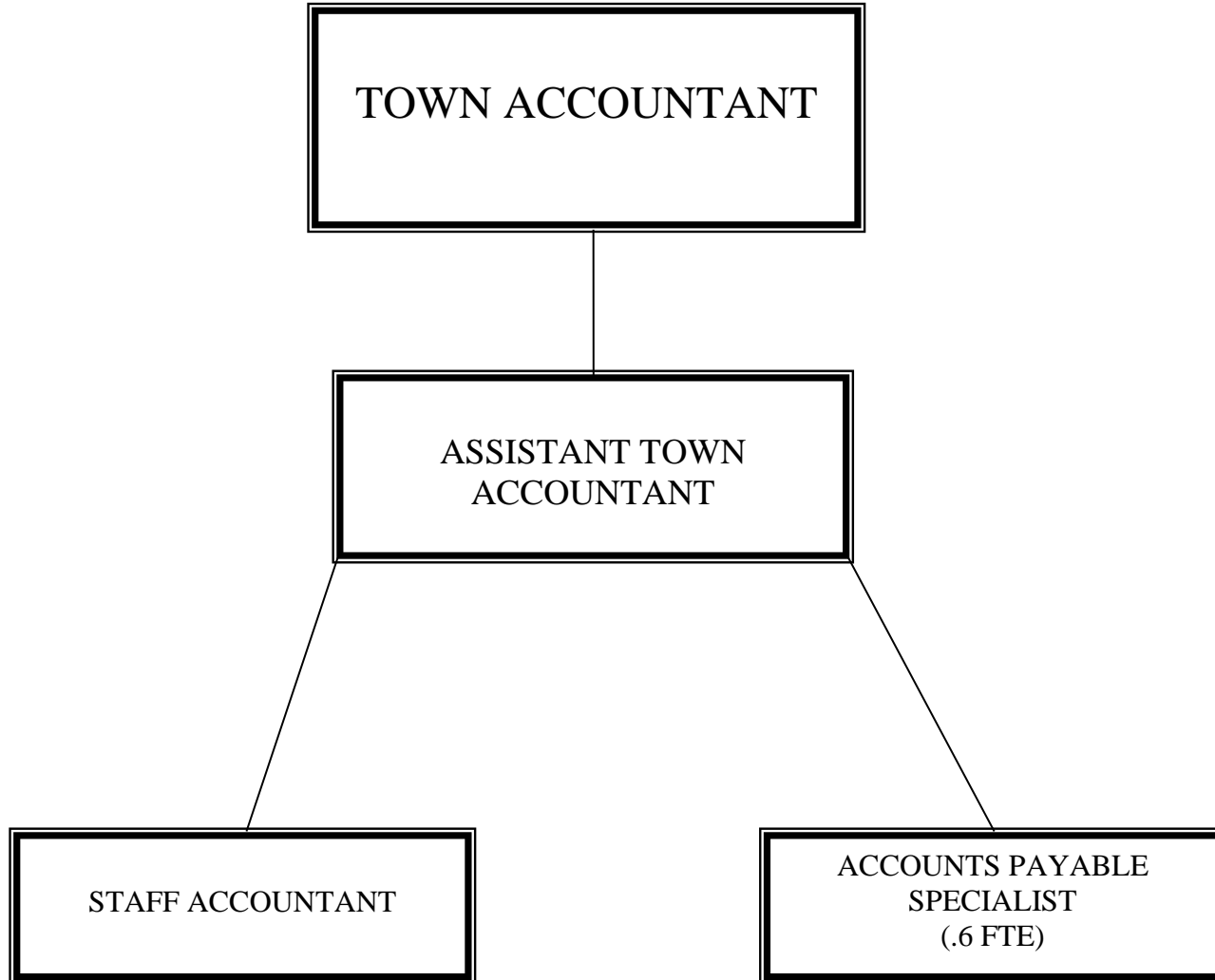
We are faced with several challenges some of which are:

- Funding for Security System upgrades and additions.
- The testing and deployment of Microsoft updates.
- The testing and deployment of security updates to our several systems.
- The lack of an administrative assistant to handle the non-technical tasks which removes the department staff from their respective technical duties.
- Increased network attacks due to presidential election.

Cybersecurity continues to be in the forefront. Cyberattacks are continually being refined to avoid detection. This requires constant monitoring and adjusting to protect the residents and employees personal information.

Ransomware attacks continue to increase. This type of attack prevents users from accessing their files unless a fee (ransom) is paid to the attackers. Social engineering in the form of a Phishing email is the most common method to introduce ransomware into a system by inducing the recipient to 'click' on a link within the email. Social engineering is also used to extract personal information. The only protection for this type of cyberattack is the comprehensive and continuous education of the workforce to recognize this type of attack.

Town Accountant Office



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Personnel Detail

Position Classification	FTE FY2014	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FY20 SAL	FTE FY2021	DEPT. REQ. SAL	FTE FY2021	TA RECOMMENDED SAL
Town Accountant												
Town Accountant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 114,234	1.0	\$ 114,234	1.0	\$ 115,376
Assistant Town Accountant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 86,248	1.0	\$ 86,248	1.0	\$ 87,111
Staff Accountant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 70,075	1.0	\$ 70,075	1.0	\$ 70,776
AP Specialist	0.6	0.6	0.6	0.6	0.6	0.6	0.6	\$ 22,734	0.6	\$ 22,734	0.6	\$ 22,961
Total	3.6	3.6	3.6	3.6	3.6	3.6	3.6	\$ 293,291	3.6	\$ 293,291	3.6	\$ 296,224
Vacant or changes to position												

Town Accountant



TOWN ACCOUNTANT

OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$293,291	\$296,224	\$2,933	1.0%	3.6
Total Expenses	\$107,300	\$106,200	(\$1,100)	-1.0%	
Grand Total	\$400,591	\$402,424	\$1,833	0.5%	

Submitted by: Chitra V. Subramanian

Summary of Program Responsibilities:

The Town Accountant maintains fiscal records and internal controls for all departments of the Town and School.

Responsibilities include a) preparation and maintenance of key financial records including the Financial Statements and the General Ledger ; b) maintain internal controls by monitoring revenues and expenditures of all departments of the Town and School; c) certify availability of funds prior to entering into contracts and prior to payment of invoices; d) assist in providing financial reports to departments, in preparation of the Town budget , in Tax Rate setting and in preparing any other information or reports as requested by the Town. The department ensures that all financial reporting requirements are in accordance with federal, state, and town bylaws

The Accounting Department has four primary responsibilities:

Accounting:

- Preparation and maintenance of key financial records for all funds, including General Ledger and Financial Statements.
- Submit a) Balance Sheets for Free Cash Certification, b) Schedule A c) assists in the Preparation and Submission of TAX RECAP sheets to Department of Revenue for Certification of the Annual Tax Rate.

Auditing:

- External: - The Town Accountant works with external auditors to obtain the annual audited financial statements in conformity with GAAP and GASB.
- Internal: -The Town Accountant regularly audits health insurance, salary and other benefits expenses on a quarterly basis. The Department reviews internal procedures of all departments and performs fraud risk assessments.

Budget/ Reporting: As part of the Budget Team, the Town Accountant attends budget meetings for departmental operating and capital budget requests.

The Town Accountant provides financial information to all departments, assists in the review of annual budgets as part of the Town Administrator's team and monitors all revenues and expenditures.



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Town Accountant coordinates with the Human Resources, Retirement System, School and Treasurer to prepare data the biennial Actuarial Studies for Pensions and for Other Post-Employment Benefits (OPEB).

Other – Committees: The Town Accountant is an ex-officio member of both the Permanent Audit Committee, the Belmont Retirement Board and the Capital Budget Committee.

Staff Accountant, is an elected member of the Belmont Credit Union.

Staffing: The Accounting Department has 3.6 full time equivalent employees.

FY19 Accomplishments:

- Closed the books in MUNIS on Sept 13, 2019 one month ahead of last year.
- Submitted Consolidated Balance Sheets and all related documents to DOR in GATEWAY for Free Cash Certification on 9/20/19.
- Audit field work completed and financial statements presented to Permanent Audit Committee on January 15, 2020. Audit financials issued 1/20/2020
- Implemented Budget and Journal entries workflow in MUNIS -posted journal entries are saved online , thus avoiding printing on paper.
- Provided information to the Treasurer for three major borrowings including the High School, DPW/PD projects and MWRA loans.
- Coordinated meetings with Assessor , ,Treasurer,, Town Administrator and Town Clerk to enter and submit RECAP information TO DOR. RECAP certified 12/24/19 by DOR.
- Coordinated meetings with HR, School, Retirement System and Treasurer for data collection for OPEB Actuarial Study as of 6/30/19.
- Monthly cash flow meetings are held with the Treasurers of the Building Committees of both BMHS and the DPW/PD projects to discuss status of contracts, review budgets, invoices to be paid and open items.
- Assistant Town Accountant review cash flow budgets in MUNIS, discusses with OPMs to discuss transfer of cash budgets to fund payment of invoices.
- MSBA reimbursement requests are reviewed and submitted promptly for monthly reimbursements.
- Accounts Payable Clerk mailed new W-9s to all vendors for the latest information on the vendor's tax status, federal ID#s and email addresses.
- Accounts Payable Clerk completed and mailed F-1099 forms to eligible 2019 vendors on 1/29/2020.
- Will be exploring mailing POs to vendors via emails with a view to saving paper.

DEPARTMENT BUDGET:

The “Other cost” component varies by function. Costs have been allocated between the Audit and Accounting functions and include costs for Audit and Actuarial expenses related to implementation of GASB #74 & # 75 and OPEB studies conducted as of 6/30/17 and for budget scenarios. Expenses are estimated for implementation of GASB 74 & 75 for the Town's FY18 and the Light's 2018 financial statements and the roll forwards of the studies .for 6/30/18 Other expenses include dues and conferences to obtain certification and maintain continuing education. *The Accounts Payable/Other* function covers office supplies, forms, other expenses and mileage reimbursements for departments other than accounting.



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FY21	Salaries	Other	TOTAL	% of Total
Accounting	\$63,737	\$22,017	\$85,754	21%
Auditing	\$53,651	\$19,427	\$73,078	18%
PLEASE Budget/Reporting	\$39,344	\$14,246	\$53,590	13%
Accounts Payable & Purchasing	\$132,339	\$47,920	\$180,258	45%
OPEB, GASB reports & Other	\$7,153	\$2,590	\$9,744	3%
TOTAL	\$296,224	\$106,200	\$402,424	100%

STAFFING AND STRUCTURE:

The recent restructuring of the accounting department responsibilities, as approved by the Select Board and the Warrant Committee and under the guidance of the Town Administrator has helped the department immensely in preparation of reports and information on a timely basis, maintenance of fixed assets quarterly reports and back up for Accounts Payable processing. Statutory and Accounting functions are more efficient and staff cross trained in responsibilities allow for better distribution of work during peak periods. Closing of the books in MUNIS, Certification of Free Cash, Tax Rate Setting and Audit fieldwork, and two OPEB Actuarial studies have been completed on time.

In FY21 budget, “Management” consists of the Town Accountant. The “Other Professional Staff” category comprises the Assistant Town Accountant, Staff Accountant and one part time Accounts Payable Clerk scheduled for 21 hours and additional hours in case of peak load needs.

However, in FY 20, there was a significant increase in time spent to review of contracts, preparation of purchase orders and changes to purchase orders and increase in the number of invoices being paid and frequency of reports prepared for the major Belmont High and Middle School projects and the Police and DPW building projects.

FY21 – FTE	Total	% of Total
Accounting	0.8	22.2%
Auditing	0.7	19.4%
Budget/Reporting	0.5	13.9%
Accounts Payable & Purchasing	1.4	38.9%
OPEB, New Fund Utility Billing Software System & Other	0.2	5.6%
TOTAL	3.6	100.0%



GOALS, PROGRAM PERFORMANCE MEASURES AND DESCRIPTION OF FUNCTION:

The department's performance indicators are primarily efficiency and quality oriented, focusing on State mandated schedules, report deadlines and legal compliance.

FINANCIAL ACCOUNTING & REPORTING

The Town Accountant is established under Massachusetts General Laws to maintain accounting records for all funds of the Town and School. This office functions as the legal keeper of financial records and prepares the Accounts Payable warrants on a weekly basis to pay the bills of all departments of the Town and School. The Accountant works closely with the Department of Revenue to ensure compliance and timely reporting. This office proves cash, accounts receivable and debt service with the Treasurer periodically to ensure that systems in place to protect the assets of the Town of Belmont.

Goals:

- Submit Balance Sheets and Schedule A with DOR by October 18, 2020
- Aim to get Free Cash Certification by November 8, 2020.
- Work with auditors to complete audit fieldwork and to present audit drafts to the Permanent Audit Committee by January 15, 2021.
- Submit data to DOR for RECAP certification by December 1, 2020
- Review and update Fixed Assets module on a quarterly basis.
- Prepare monthly and quarterly reports for departments and as requested by the Town Administrator.
- Prepare and collate information requested to roll forward Pension and OPEB Actuarial Liabilities.
- Review and monitor all operating, trusts, revolving and grant funds on a monthly basis during the year and prepare quarterly report to the Select Board, Warrant Committee and the Department Managers.
- Implement workflows for paperless Purchase Orders in MUNIS and avoid printing paper.

Accounting Goals

- To provide accurate and timely financial reporting information
- To ensure that Accounting books and Treasurer detail are in balance
- To make timely adjustments when needed so that departments have accurate data
- To process Accounts Payable warrants within 30 days
- To review and process contracts/change orders and purchase orders within 3 weeks

AUDITING & REPORTING

Audit. The Town of Belmont is subject to federal regulations which requires the Audit of federal grants. Communities that go to the bond market to finance issues over \$10 million are required to maintain their books and present their financial statements under the Governmental Accounting Standards Board regulations (GASB).



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The Accountant Department audits the hours for each weekly payroll and reconciles to the payroll office. The Department conducts periodic audits of the health insurance coverages for accuracy. Accounting completes monthly reconciliation of all property tax, surcharge and utility receivables.

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. In addition, this office biennially works on the actuarial study to identify the other post-employment benefit liability for the community.

Auditing and Reporting Goals.

- Review, establish, update, document or Town's Internal Control Procedures and Systems, to conduct Risk Assessments, in conformity with components of COSO framework per auditor's management letter recommendations by May 2021.
- Reconcile utility billings in the new NISC system on a monthly basis
- Reconciliation of Recreation revenues in the new MAX GALAXY system on a monthly basis.
- Audit Student Activity funds procedures and School Special Revenue general journal entries.
- Review and implement all new GAAP and GASBs – (#84,#87,#88 and #89) on a timely basis.

BUDGETING/REPORTING

Goals:

- Post FY21 Approved Budgets to MUNIS by September 30, 2020.
- To provide assistance in preparation of the Annual Budget by setting up general ledger accounts, providing timely reports to departments and answering departmental questions.
- To track and monitor department spending reports for all operating, special revenue and major capital projects.

Detailed Description:

This department works with the Office of the Town Administrator in development of the budget for the Town. Preparation includes revenue estimates and guidelines for the departments. The Administrator incorporates the Town's overall goals into the budget division.

ACCOUNTS PAYABLE & PROCUREMENT OVERSIGHT

Goals:

- Explore implementation of utilizing the contract management module in MUNIS.
- Train new staff members on entering invoices and guide new department managers and staff to prepare and review their budget items in MUNIS.
- To pay bills received by the department in an efficient and timely manner
- Explore filing W9s and other contracts electronically, recognizing the need for security.



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- Review purchase orders and contracts for bidding and legal compliance.

Performance Measures:

Accounts Payable / Procurement Oversight	FY19 Actual	FY20 Budget	FY20 Estimated	FY21 Budget
No. of Vendors added or changed per year	703	700	750	750
No. of Town Invoices processed within 30 days	15,886	16,000	16,600	16600
No. of Invoices from School / Light Departments reviewed for payment within 30 days	10,097	10,100	10,000	10,000
No. of contracts& change orders reviewed	155	140	170	170

Detailed Description:

Some examples of Accounts Payable and Procurement Oversight include the following:

- All bills over \$1,000 require a purchase requisition and purchase orders. Purchase orders are prepared and disbursed by this office.
- Review of Procurement and Bidding process thereby managing risk and mitigating liability.
- This office calls for all contracts to be on file and ensures that the bidding laws have been followed.
- Bills are paid weekly by this office for Town, School and Light departments and for all Capital and Construction projects. 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 correct.
- Purchasing- The Town Administrator has been charged with the duties of Chief Procurement Officer under Chapter 30B. However, the Town Accountant is responsible for maintaining copies of all town contracts and signing contracts as to the availability of funds.
- There has been a considerable increase in the review of contracts, amendments and number of invoices processed due to the School Building & Police and DPW Buildings construction projects.

REPORTING & OTHER:

Goals:

- Implement Accounting and Reporting requirements for OPEB liability (GASB 73, 74, & 75) for the Town's FY20 audited financial statements and the 2020 Light financial statements.
- Complete implementation of GASB 67 & 68 related to Pensions for all Belmont entities.
- Work with Human Resources department to recode salary accounts for the Light and Recreation departments.
- Work with Human Resources to explore populating the Benefits Module in MUNIS.

Town Accountant



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- Work with High School Building Committee members to post budgets and prepare invoices for MSBA approval through the PROPAY system in the event of High School construction program.
- Work with Police and DPW buildings Committee to review their budgets, contracts and invoice approved for payment.
- Complete Form 1099s and mail to eligible vendors on or before January 30, 2021.

Other:

- Prepare Accounting Department Process Manuals for the various tasks in the new systems
- The department will review workloads, processes and continue to cross train Year End Closing in MUNIS and preparation of RECAP in various duties of the department and implement improvements to the Accounting Department.
- Study and implement or review contract preparations in accordance with the newly enacted Municipal Modernization Act of 2016 and the potential second version of the Modern Municipal Act.
- As part of Vision 21- objectives 1) implement paperless Purchase Order workflows 2) implement Contract Manager module to reduce printing of paper and 3) do a cost vs benefit analysis of scanning invoices into the computer vs. manual filing and as part of that effort, explore the TYLER Content Management Module.
- Public Records Requests will be attended within ten days and be in compliance with Public Records Request Laws.
- Attendance to Mass. Municipal Accountants and Auditors Association (MMAAA) Spring conference in Amherst, MA. to maintain certification and continuing education.
- Town Accountant attends conferences offered by Public Employee Retirement Administration Commission (PERAC) and GFOA webinars, MCPPO, MACRS, TEDS and MMA programs as applicable and if time permits..
- Staff Accountant attends classes to maintain MCPPO certification.

OPPORTUNITIES AND CHALLENGES:

The Town Accountant Office is responsible for directly preparing or assisting in the preparation of several important financial documents. It is in the interest of the Town to provide complete, accurate and timely financial reporting documents. This is especially important to the rating agency as part of their review of the Town's Management and Financial functions. The Town Accountant's Office continues to streamline processes resulting in increasing efficiencies. Current Initiatives include working with other departments to interface with their program software to the MUNIS accounting software.

Challenges include synchronization of the two systems and security during data transfers.

Accounting

- Successful implementation and use of software interfaces result in savings in time and efficiency through reduction of errors caused by manual entries. In FY21, Accounting plans to improve efficiencies in NISC, Max Galaxy, MUNIS and journal entry workflow and recreation and revolving funds.



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Auditing

- Assess, implement and update Town's Internal Control Procedures per our auditor's FY19 management letter recommendations and per the latest Office of Management and Budget (OMB) administrative and audit requirements for Federal grant awards.
- Explore implementation of the Benefits module available in MUNIS and work with Human resources to populate and update data for biennial OPEB and pension actuarial studies.

Contracts/Accounts Payable:

- As part of Vision 21- objectives of reducing printing paper
 - Implement Paperless Purchase Order workflow
 - Do a cost - benefit analysis of manual filing vs. scanning invoices into the computer via Content Management module.
- Explore implementation of utilizing the Contract Management module in MUNIS.
- Explore implementation of Tyler Content module.

Reporting:

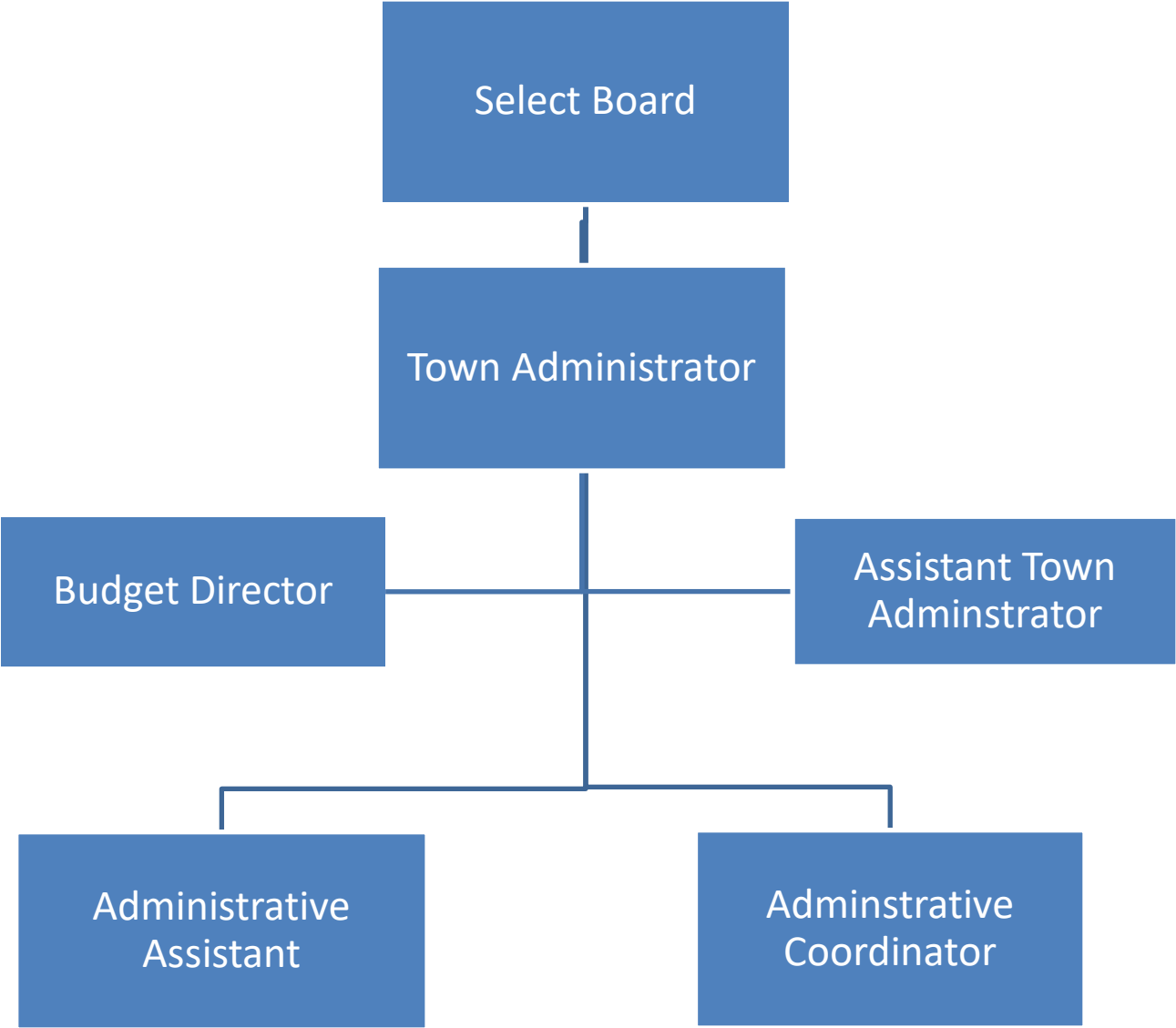
- Implement all GASBs as applicable for Town and School accounting and reporting requirements in the FY20 Town's audited financials and) for BMLD's 2020 audited financial statements.
- Implement GASBS Fiduciaries (#84) ; Leases(#87) ;Debt (88) and Interest Capitalization (#89) in a timely manner.

Other:

- Study and implement regulations in accordance with the newly enacted Municipal Modernization Act of 2016 and the potential second version of the Municipal Modernization Act.
- Document Internal Control systems for Federal grants and other Town related Internal Control procedures per COSO principles.
- Public Records Requests will be attended within ten days and be in compliance with PRR LAW.
- Receiving electronic and credit card payments from tax and rate payers and program users and posting them directly to the General Ledger.

Challenges involved in executing the above listed opportunities are:

- Security of the data transfers related to these interface activities.
- Coordination of the various program software systems to the Town's network and the main software (MUNIS)
- Coordination of Other departments' programs with Accounting departments' functions.
- Availability of staff hours and coordination with the affected departments.



Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Personnel Detail

Position Classification	FTE FY2014	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FY20 SAL	FTE FY2021	DEPT. REQ. SAL	FTE FY2021	TARECOMMENDED SAL
Town Administration / Select Board												
Town Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 183,596	1.0	\$ 183,596	1.0	\$ 185,432
Assistant Town Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 129,036	1.0	\$ 129,036	1.0	\$ 130,326
Budget Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 105,781	1.0	\$ 105,781	1.0	\$ 106,838
Administrative Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 61,812	1.0	\$ 61,812	1.0	\$ 62,430
Administrative Assistant I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 58,040	1.0	\$ 58,040	1.0	\$ 58,621
Select Board	-	-	-	-	-	-	-	\$ 4,500	-	\$ 4,500	-	\$ 4,500
Select Board	-	-	-	-	-	-	-	\$ 4,500	-	\$ 4,500	-	\$ 4,500
Select Board (Chair)	-	-	-	-	-	-	-	\$ 5,000	-	\$ 5,000	-	\$ 5,000
Total	5.0	5.0	5.0	5.0	5.0	5.0	5.0	552,266	5.0	552,266	5.0	557,647
Vacant or changes to position												



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$573,766.00	\$579,147.00	\$5,381.00	0.94%	5.0
Total Expenses	\$403,540.00	\$403,540.00	\$0.00	0.00%	
Grand Total	\$977,306.00	\$982,687.00	\$5,381.00	0.55%	

Submitted by: Patrice Garvin

Program Responsibilities: The Select Board/Town Administrator's Office has four primary areas of responsibility:

General Management Services:

The office is responsible for general management of the Town and coordination of the various departments as necessary to achieve goals and consistent policies throughout the organization. Key functional areas of responsibility include the following:

- ***Fiscal & Budgetary Oversight:*** This function is responsible for managing the Town's annual budget process and ongoing financial review and oversight. The Town Administrator serves as the liaison between Town Departments and the appointed Warrant Committee and Capital Budget Committee.
- ***Communications/Public Information:*** This function maintains primary responsibility for centralized town-wide communications, media relations, constituent services, Town Meeting preparation and the publishing of the Town's Annual Report. The office is responsible for website management and public outreach to the community and externally via the world-wide web and social media.
- ***Committees/Commissions:*** The office provides administrative support for Board Appointed Committees, the Warrant Committee, Capital Budget Committee, Belmont Middle and High School Building Committee, and Department of Public Works and Belmont Police Department Building Committee. Tasks include posting of meeting agendas, booking meeting space, coordinating special events, printing notices or publications, and updating the Town's website with meeting minutes, reports and general information. In addition, the office coordinates applications received from residents for appointment to various committees and boards by the Select Board (SB).
- ***Risk Management:*** The office manages the Town's risk management and insurances for property, casualty, liability and auto insurance, workers compensation, health insurance trust fund.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

SELECT BOARD:

The Select Board appoints a Town Administrator who performs the duties outlined under the legal authority of the elected three-member Board and the Town Administrator's Act approved by the legislature and Governor in 2013. The Select Board holds biweekly public meetings (and usually more) to discuss: policy issues, address resident concerns, call the Town Meeting, approves annual budgets, local licenses and Town Meeting Warrant Articles, as well as other issues facing the Town.

LEGAL SERVICES:

The office oversees and works directly with Town Counsel to manage the Town's legal services. The office also coordinates the services of labor counsel and special counsel with all Town Departments. Town Counsel is appointed by the Select Board to represent the interests of the Town of Belmont. The office works closely with Town Counsel to prepare the Town Meeting Warrant and to draft warrant articles and motions for Town Meetings.

Budget:

The FY21 proposed budget for the department is \$982,687. Roughly 60% of the department budget is for General Management Services, 30% for Legal Services, 9% for Select Board, and 1% for the VFW Lease Agreement.

FY20 ACCOMPLISHMENTS

- Continued collaboration between the Select Board, School, Warrant and Capital Budget Committees in developing a fiscal 2021 operating and capital budget.
- Continue implementation and monitoring of Green Communities Initiatives to achieve energy consumption reductions.
- Continue the Belmont Middle High School Building process in accordance with MSBA requirements and timelines.
- Continued implementation of the Recreation Strategic Plan.
- Preparing Request For Proposal for potential public private partnership skating rink.
- Continued collaboration with the High School Traffic Working Group.
- Developed five (5) year financial forecast in conjunction with the Financial Task Force II.
- Continue to work with Committee Path Project Committee
- Transmitted FY20 Balanced Budget
- Completed Special Fall Town Meeting: November 13, 2019
- Approved Health Insurance Plan Design Changes
- Continued collaboration with appointed members of the Long Term Capital Planning Committee
- Continue collaboration with Select Board and other town boards concerning bylaws, policies, regulations, and zoning
- Began discussions on the McLean Hospital Mixed-Use Developments District Senior Living Subdistrict



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

The table below represents a summary of the program and functional costs for the department. Salaries represent direct compensation to employees. Benefits are departmental expenses for health insurance, workers compensation and the Town's Medicare contribution. Town employees are not covered under Social Security. The "Other" category generally includes supplies, purchased services, dues & memberships, and travel expenses. For the Select Board, it also includes an annual \$7,500 lease agreement payment to the Belmont VFW as approved by the 2009 Town Meeting.

FY21 Program:	Salaries	Other	Total	% of Total
General Management	\$565,147	\$27,050	\$592,197	60%
Select Board	\$14,000	\$71,490	\$85,490	9%
Legal Services	n/a	\$297,500	\$297,500	30%
VFW Lease Agreement	n/a	\$7,500	\$7,500	1%
Total:	\$579,147	\$403,540	\$982,687	100.0%

The FY21 Budget for legal services has been level funded.

STAFFING & STRUCTURE:

The five department staff currently employed by the department includes the positions of Town Administrator, Assistant Town Administrator, Budget Director, Administrative Coordinator, and Administrative Assistant. The three members of the Select Board receive a small stipend for their leadership role and service to the community.

DEPARTMENT PROGRAMS:

GENERAL MANAGEMENT SERVICES

The Town Administrator directs the general management of Town affairs and oversees municipal operations on behalf of the Select Board. The Town Administrator coordinates: all official Select Board communications and activities; preparation of the annual operating and capital budget recommendations; Town-wide activities and special projects; public & media relations; the recruitment and hiring of key department head positions; management and oversight of procurement assistance to department operations and key town-wide initiatives and projects, as directed by the Board.

The Assistant Town Administrator/ Recreation Director is responsible for providing management and executive-level administrative support to the Town Administrator, including the formation of Board recommendations, organizational communications, research for executive policy decisions, assistance in preparation of the annual operating and capital budget, providing general oversight of department operations, provide procurement assistance to departments, facilitating interdepartmental communications, managing town-wide Legal Services, managing Risk Management Services, coordinating Town Meeting planning and preparations; oversees the Town's property, auto and professional liability insurance programs for both the Town and School departments; and assists in general oversight of special projects and town-wide issues.

The department's staff continues to be cross-trained to support critical department functions. The staff works closely together to ensure that department responsibilities can be met daily.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

Within the “General Management Services” program budget, there are at least four functional areas of responsibility and specialized tasks. They are outlined below.

Fiscal & Budgetary Oversight:

Key Program Tasks:

- To coordinate the Town’s annual budget process
- To oversee the Town’s financial condition & budget reporting
- To communicate financial condition to the Select Board
- To recommend financial policies to the Select Board
- To facilitate communication with Warrant Committee, Capital Budget Committee and other Committees

Communications/Public Information:

Key Tasks:

- To post new Town information on the website
- To improve the website functionality
- To manage the existing content on the website
- To maintain the Select Board/Town Administrator web pages
- To respond to electronic mail sent to the Select Board
- To coordinate and publish the Annual Town Report

Committees/Commissions:

Program Tasks:

- To post committee meetings
- To collect and post meeting minutes
- To maintain committee web pages
- To organize volunteer applications, track appointment terms, maintain volunteer database and coordinate annual appointments

Risk Management:

Key Tasks:

- Oversee Town’s property and liability insurance
- To process and track claims filed against the Town
- To assess coverage, coordinate renewals, draft RFPs as needed



SELECT BOARD:

Goals:

- To oversee the provision of efficient & effective municipal services to the citizens and business owners of the Town of Belmont
- To make Executive recommendations for the annual Town Budget
- To conduct regular public meetings for official Town business

Tasks:

- To process Town license applications
- To coordinate meeting agendas with the Chairman
- To prepare an “agenda packet” for each member of the Select Board by compiling background information for each agenda item to ensure efficient and effective meetings
- To process the actions voted at each Select Board meeting
- To coordinate and assemble materials for Town Meeting
- To facilitate the preparation of the Town operating budget
- To formulate a budget recommendation for Town Meeting

Detailed Description:

The Office of the Select Board and Town Administrator is responsible for the oversight and general direction of the Town delivery of municipal services, and all matters not otherwise provided for by law or specified in the Town Bylaws.

The Select Board is comprised of three (3) elected members who serve in a part-time capacity and receive a small annual salary for their service. The members do not maintain individual offices in the Town Hall. Instead, they rely on full-time administrative and management staff to manage the day-to-day operations of the office.

The Select Board appoint a full-time Town Administrator to serve as the Town's Chief Administrative Officer and to manage the daily operations of the Town on behalf of the Board.

The Board oversees many aspects of town business, including the preparation of the annual budget and the Warrant for Town Meeting, approval of local licenses, making committee appointments, setting town policies and overseeing the management and delivery of municipal services. The Select Board convene regularly throughout the year, typically biweekly on Monday evenings, to discuss policy issues; to set agendas for itself and the Town Meeting; to resolve disputes; to issue licenses; to establish ad hoc committees; to make appointments to existing boards and committees; and to develop a budget recommendation for Warrant Committee consideration and Town Meeting approval. Although the Town's governing structure is decentralized (e.g., many independent, elected



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

boards and officials), the Select Board is the primary entity that has the structure and ability to identify issues of Town-wide importance that can be translated into operational goals or placed on the legislative warrant for Town Meeting consideration and approval. It is the Select Board that creates the official Warrant for the Town Meeting.

Many hours of staff and management support are provided to the Select Board to fulfill the Town's legal duties and to oversee the delivery of town services in the most efficient and effective way possible. The Town Administrator's Office coordinates the following activities: processing Town license applications; working with the Chairman of the Select Board to prepare the Board's meeting agendas; preparing the "agenda packet" for each member of the Select Board; compiling background information for each agenda item to ensure efficient and effective meetings; processing the actions of each Select Board meeting; tracking requests from residents for Town information, tracking and processing insurance claims against the Town; preparing all materials for the smooth and efficient flow of the Town Meeting; facilitating the preparation and consolidation of the Town operating budget; formulating a budget recommendation to the Board for their consideration and approval as the Executive branch of Town government. In addition, the office coordinates and directs efforts related to major initiatives outlined in the accomplishments section.

VFW LEASE:

The "VFW Lease" is the budget line from which the Town funds a Rental & Lease Agreement between the Town and the VFW for the rental of meeting space. The program funding was approved by the 2009 Annual Town Meeting vote.

LEGAL SERVICES:

Goals:

- To defend the Town in legal actions
- To advise the Select Board and other bodies on applicable laws
- To negotiate agreements with private and public parties
- To review contracts, licenses, leases, and RFPs
- To draft and review materials for Town Meeting
- To approve Warrant, Articles and Motions for Town Meeting

Detailed Description:

The Select Board appoints Town Counsel annually. The Legal Services program budget funds all legal counsel services and legal settlements. The Town also retains the services of labor, cable, land use, and other special counsel. Most recently, special circumstances have warranted the need for special counsel services. The FY18 Budget has been held constant.

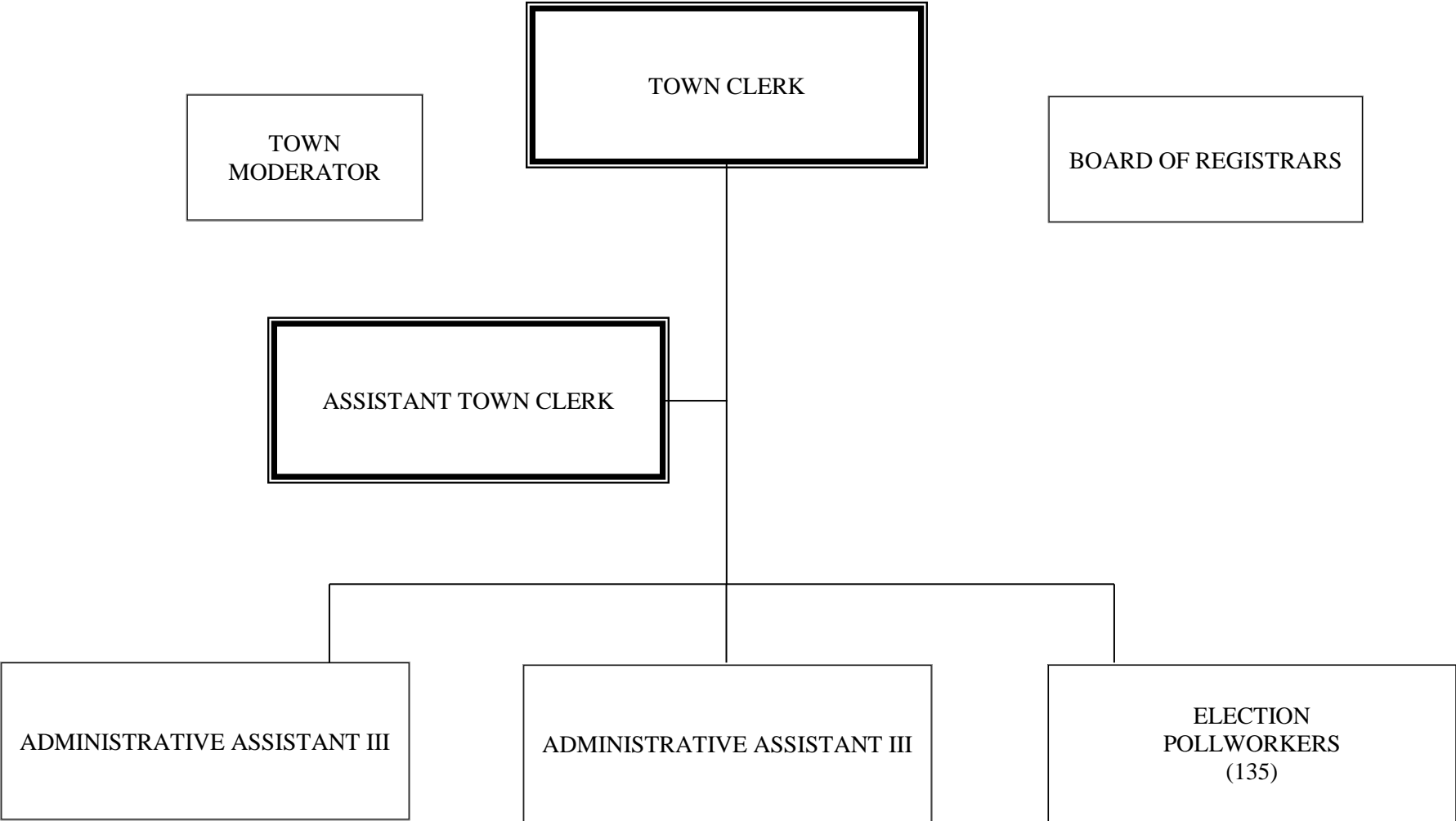


Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

FISCAL YEAR 2020 GOALS:

- Continued progress on a new skating rink project as part of a public/private partnership once more information becomes available as part of the Feasibility Study Process
- Continued implementation of the recommendations contained in the Recreation Strategic Plan
- The Select Board, School, Warrant, and Capital Budget Committees will continue to collaborate on developing a balanced fiscal 2021 operating and capital budget
- Creation of the Website Committee
- Continued working with both Fire and Police Chief to review enrollment in the Civil Service system
- Continued progress with Community Path Project Committee
- Continued discussions on the McLean Hospital Mixed-Use Developments District Senior Living Subdistrict
- Build on the work of the Belmont Business Study Committee by appointing and facilitating a new Economic Development Committee

Town Clerk's Office



Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Personnel Detail

<u>Position Classification</u>	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>FY20</u> <u>SAL</u>	<u>FTE</u> <u>FY2021</u>	<u>DEPT. REQ.</u> <u>SAL</u>	<u>FTE</u> <u>FY2021</u>	<u>TA RECOMMENDED</u> <u>SAL</u>
Legislative												
Town Meeting Moderator	0.1	0.1	0.1	0.1	0.1	0.1	0.1	\$ 450	0.1	\$ 450	0.1	\$ 450
Town Clerk												
Town Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 102,024	1.0	\$ 104,065	1.0	\$ 104,065
Administrative Assistant III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 55,038	1.0	\$ 55,862	1.0	\$ 55,862
Administrative Assistant III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 53,082	1.0	\$ 53,857	1.0	\$ 53,857
Elections & Registration												
Assistant Town Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 86,654	1.0	\$ 86,654	1.0	\$ 87,521
Board of Registrars	0.1	0.1	0.1	0.1	0.1	0.1	0.1	\$ 2,400	0.1	\$ 2,400	0.1	\$ 2,400
Registrars - Elections	0.1	0.1	0.1	0.1	0.1	0.1	0.1	\$ 700	0.1	\$ 700	0.1	\$ 700
Registrars - Elections	0.1	0.1	0.1	0.1	0.1	0.1	0.1	\$ 700	0.1	\$ 700	0.1	\$ 700
Registrars - Elections	0.1	0.1	0.1	0.1	0.1	0.1	0.1	\$ 700	0.1	\$ 700	0.1	\$ 700
Total	4.5	4.5	4.5	4.5	4.5	4.5	4.5	301,748.0	4.5	305,388.0	4.5	306,255.0
Vacant or changes to position												



TOWN CLERK

OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$361,173	\$407,208	\$46,035	12.7%	4.5
Total Expenses	\$112,400	\$121,250	\$8,850	7.9%	
Grand Total	\$473,573	\$528,458	\$54,885	11.6%	

Submitted by: Ellen O'Brien Cushman

Summary of Program Responsibilities:

The Town Clerk's Office secures records and communicates governmental vital information in a timely manner and is the first point of contact for most resident/agency inquiries. We are routinely a point for residents to begin the complaint process. In addition, the Town Clerk's office runs all of the elections, manages the list of voters and residents and fully supports Town Meeting, Belmont's Legislative Body.

The Town Clerk's Office consists of three programs:

- **Town Clerk:** Responsible for creating, registering and maintaining official Town records, including births, deaths, marriages, businesses, pets, meetings and filings of committees and governmental bodies, and is the point of contact for Town residents, legal entities and local, State and Federal agencies. The Town Clerk is also the Town's Public Records Officer, and central point of information for Ethics and the Open Meeting Law.
- **Elections & Registrations:** Responsible for running elections and management of the Town census of voters and residents in compliance with local, State and federal laws. Work with the Board of Registrars of Voters. Verify residency for inquiring agencies
- **Legislative:** Responsible for managing Town Meeting, its preparation and operations, with the elected Moderator; submitting votes as required to the Attorney General, Department of Revenue and other State agencies, maintaining contact information for and official communications to Town Meeting Members.

FY20 Accomplishments:

- *Customer Interactions:* As forecast, these numbers decreased from 2018 due to diminished election-related activity and the success and popularity of our portal offering online public record requests. Telephone calls are of course not included in this number.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

Customer-reported satisfaction, trust, and confidence in our department all continue to remain extremely high.

Customer Interactions	2019	2018	% Change
Visitors	15,694	19,020	17%
Emails Sent & Received	38,182	39,175	3%

- *Elections and Early Voting:* FY18 brought an extremely busy Fall State Election season, with Belmont turnout in the November 2018 election near the top of the State at 74%. Only the Town Election in April 2019 again let us breathe to prepare for 2020. The staff again certified thousands of signatures for most of the 10 public policy petitions proposed for the 2020 and 2022 State elections. Preparations and training are already underway for the four elections scheduled for 2020.
- *Fulfillment of Public Records Requests:* All Town departments are on board and using the NextRequest Public Records system. Since inception in June 2017 18,842 downloads of more than 4000 public documents we have collectively placed into the system. It's been a huge success so far, averaging 100 requests per month. More requests are getting more complex, and often require coordination across departments.
- *Ethics Training Requirement Coordination:* 2019 was our biennial year to have all employees and members of boards, commissions and committees take the State-mandated Ethics training module online and provide certificates of completion to the Town Clerk. As of December 31st 88% fulfilled the State mandate, a 4% decrease compared to 2017.
- *Community Preservation Act Project to Digitize and Preserve Belmont's Vital Records:* Town Clerk staff continues to proofread each index point to ensure the most accurate data set and add new records of births, deaths and marriages as they are created. This has already been a tremendous help as we answer requests for vital records, working to issuance directly from the database.
- *Community Preservation Act Project to Digitize Town Meeting Transcripts and Annual Reports:* In 2019, we scanned all targeted town records and in 2020 will be loading them into the datasystem and determining permissions for access. We could experience delays due to the demands of the 2020 elections.
- *Town Meeting Actions:* Successful acceptance by the Attorney General of four amendments/additions to the General and Zoning Bylaws, and two Home Rule Petitions among thirty four articles acted upon by Town Meeting; certified five citizen petitions for Town Meeting articles.
- *New Computer Databases and Indices of Town Records:* The Town Clerk staff members, with IT staff expert assistance have continued to add to and create indices and databases of the Town records utilizing the database system by PeopleGIS, our Town GIS provider and other database software. In 2019, we introduced significant improvements to the Committees talent bank and appointment reporting for the Select Board to make information easily available to them. In addition, we have prepared and are in final testing for online ordering and payments for certified copies of vital records.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

- *Open Meeting Law:* We continue to work with all committees to identify and collect their missing minutes as time allows.
- *Trained Election Poll Workers.* Will again conduct training program for all poll workers before each election and ensure our training materials are up to date. At this point, we have 115 qualified, dedicated election workers and plan to train an additional 27.
- *Residency Verification for School Children.* We verify residency for all new children to the Belmont Public Schools as well as all address changes. We collect and offer detailed census data to the School Dept. and hope to work with the Superintendent and School Committee to further enhance the verification process which may include mid-point verifications, if staff time allows.
- *Federal Census 2020 Work.* We participated in the LUCA program for the 2020 census to identify and map every dwelling in Belmont in an attempt to ensure the best possible, highest count in 2020. This extensive work took place over an 18 month period and concluded in January 2020.

Residency Verifications	2019	2018	% Change
# Verifications	665	706	-6%
# School Age Children Verified	1,305	1156	13%

FY20 Accomplishments to Date:

- During the past nine months of 2019, we concentrated our efforts on digitizing Town records using our CPA project grant. Some examples of documents we've scanned are Town Meeting Transcripts from 1859 to 2019, Town Annual Reports from 1859 to 2018, Resident Books from 1859 to 2019, Minutes of the Board of Selectmen 1859 to 2019, Cemetery lot cards and lot owner cards. We are currently working to load the documents into a custom database, the same system we used for our vital records scans so that the records are easily usable. To get this accomplished, we were fortunate to have more than 350 volunteer hours of work by students of Belmont High School over the course of the summer. The data system will be utilized first exclusively by the Town Clerk's staff with public access to many records a longer term goal.
- The utilities, software and databases we utilize were immensely valuable and saved countless staff labor hours
 - Next Request handled 1173 new public records requests in calendar 2019, averaging approximately 100 a month, with an average response time of 3.4 days; all Town departments participate and continue to rave about the time-saving technology. Total number of requests closed 2923. Many requests in 2019 were complex, requiring several departments to coordinate the response.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

- In 2019 we released the last module of the PeopleGIS Committees data system by creating a enhancing the applicant fields and creating a customized reporting function to assist the Select Board and other appointing authorities in reviewing candidates and making appointments. The Select Board members can view the information on screen or use printouts provided by the Town Administrator's office.
- As of this writing, December 2019, we are testing our new online payment system to order certified copies of vital records, also utilizing PeopleGIS.
- Preparations for 2020 and the Presidential Primary Election in March 2020 and Presidential General State Election in November 2020 are fully underway. We have successfully recruited and trained an addition group of pollworkers, bringing our total of qualified workers to 135. Belmont voters typically turn out for Presidential General State Elections at about 85% participation; with Early Voting available for 11 days, requiring much advance preparation and communication. The last week of 2019, Governor Baker signed the Supplemental budget, requiring 5 days of Early Voting before the March 2020 Presidential Primary. We had budgeted for this possibility in FY20 but the amount of additional labor required to successfully run Early Voting cannot be overstated. Hand-in-hand with election preparation, we have participated in the Federal Census 2020 data gathering and address mapping to ensure that Belmont is fully counted.
- During calendar 2019, the Town Clerk's office had 15,964 visitors come through our doors requiring our help (each one counted by our door counters); we answered and sent 38,182 emails (2018 was 39,175), performed 665 residency verifications (full year was 706 in 2018) for 1305 school-age children (full year was 1156 children in 2018), licensed 2300 pets and recorded 204 births, 206 deaths and 90 marriages, totaling 500 new vital records for Belmont residents., an average year.

Budget:

FY21	Salaries	Benefits	Pollworkers	Other	Total	% of Total
Elections & Registration	\$117,771	\$67,875	\$76,250	\$261,896	49.7%	\$117,771
Town Clerk	\$216,012	-	\$21,850	\$237,862	45.0%	\$216,012
Legislative	\$5,550	-	\$23,150	\$28,700	5.4%	\$5,550
Total	\$339,333	\$67,875	\$121,250	\$528,458	100.0%	\$339,333

The Town Clerk's Office staff consists of four full-time employees (including the elected Town Clerk), the elected Moderator and four part-time Registrars of Voters and the 142 election poll workers. The Elections & Registration budget, driven by the number of elections will increase commensurate with the increase in the number and type of elections budgeted, from 2 in FY19, 3 in FY20 to 4 in FY21; both FY20 and FY21 include Presidential elections

Staffing and Structure:

The budget for Personnel Expense reflects the following payroll structure of the Town Clerk's Office:

FY21 Budgeted Salary Expense	Total	% of Total
Elections & Registration*	\$185,646	45.6%
Town Clerk	\$216,012	53.0%



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

Legislative	\$5,550	1.4%
Total	\$407,208	100.0%

*Does not include Poll Workers

The following chart depicts the allocated effort of the Town Clerk's Office Staff across all three programs:

FTE – FY21 - Allocated Effort	Elections & Registration	Town Clerk	Legislative	Total
Management	0.9	0.9	0.2	2
Other (Registrars - Does not include Poll Workers)	0.4	0	0.1	0.5
Clerical	0.75	1.2	0.05	2
Total	2.05	2.1	0.35	4.5

The only additional information one should possess when reviewing the Town Clerk's budget is that the 2020 Presidential Election year, like all Presidential years, demands more time, labor and therefore expenses in both FY20 and FY21:

State Primary – September 2020

Presidential General State Election – November 2020

Annual Town Election – April 2021

Special Local Election (if required)

In addition to these elections, the Massachusetts General Laws require election officials to hold eleven days of Early Voting with extended hours to make the voting accessible. Typically the hours we plan are 8 am to 8 pm, one Saturday over the two weeks preceding the State Election. As of late December 2019, Governor Baker signed the Supplemental Budget Appropriation requiring an additional 5 days of Early Voting preceding the March 2020 Presidential Primary, adding more complexity to the planning for that election in FY20.

Therefore the costs for the Town Clerk staff and our pollworkers increase dramatically from prior year. It should be noted that only two of the staff of the Town Clerk's office qualify for overtime, the Assistant Town Clerk and the Town Clerk do not, even though we will be required to work at least the same number of hours as staff.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

GOALS, PROGRAM PERFORMANCE MEASURES, DESCRIPTION OF FUNCTION:

OVERVIEW:

Program Responsibilities: The Town Clerks' 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) compliant with the Commonwealth's Public Health requirements; licenses pets and businesses; maintains Town Meeting records, board, committee and commission meeting postings, minutes & decisions, assuring compliance with the ever-evolving State Open Meeting Laws, and relevant MGL, incorporates and maintains the Town Bylaws and ensures compliance with the recently revised Massachusetts Public Records Law and Conflict of Interest (Ethics) Laws and Office of Campaign and Political Finance reporting requirements.
- *Legislative.* The Office prepares for and manages Town Meeting to maximize use of time and facilitate access to information for Town Meeting Members, to comply with all MGL and Acts of 1926 Town Meeting requirements, and to properly record votes and Town Meeting Members' attendance records. Communicates votes to appropriate State agencies as required by law and serves as the communication agent to and from Belmont's 300 Town Meeting Members throughout the year.

ELECTIONS & REGISTRATION:

Goals:

- Facilitate & provide accurate and timely census data
- Comply with legal requirements for elections (local, State, Federal)
- Process public requests in a timely & accurate, accessible manner
- Provide accessible and accurate election processes and accurate & timely results reports and certifications
- Provide opportunities to encourage voter registration & voter participation

Program Performance:

Elections & Registration - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# Census responses received & processed in Central Voter Registry (includes second mailing) - Calendar Year	7,782	8,000	8,000	7,800
# Qualified & trained poll workers	113	139	142	142
# Unofficial Town-wide election results available on website within 2 hours of close of polls & Official Results available within 14 days of election	1	3	3	3

Town Clerk



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# Absentee Ballots fulfilled (Including Early Voting)	4,581	6,000	6,000	8575
# Elections in which absentee ballot applications were fulfilled and sent to voter within 24 hours once paper and electronic ballots are available	3	3	2	3
# Voter Registration sessions conducted outside routine office hours at Town Clerk's office including off-site such as Belmont High School and Meet Belmont	4	2	2	3
# New Voters Registered	1,648	1,800	1,850	1,900

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 eight voting precincts for election day, tallying and posting results for the public, and 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 records for every voter (past and present) in Belmont. Other related activities include distributing and updating the 12,408 household yearly census forms and compiling the statutorily-required Resident Book. Data is managed utilizing the Commonwealth's Central Voter Registration System, maintained for the State by the Secretary of Commonwealth.

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 the only acceptable legal source documents. In addition, compliance 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.

TOWN CLERK:

Goals:

- a. Secure and provide accurate and timely vital records and records of public actions
- b. Comply with legal requirements for vital and Town government records
- c. Process public requests in a timely, accurate, and accessible manner
- d. Provide accurate information in response to residents and connect them with the appropriate parties in Town
- e. Provide accessible ways for members of the public to request and secure required licenses and certificates

Program Performance:

Town Clerk - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# Public meetings posted rejected/ requiring intervention to comply with Open Meeting Law (total number of postings average 612 + 221 Minutes)	12 of 572	12 of 612	8 of 721	12 of 700



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# Vital records returned to the originator for corrections & amendments of total number of vital records recorded	44 of 577	38 of 500	38 of 500	40 of 525
# Fee-based requests (not including pet licenses) received in person or by mail and fulfilled within 24 hours	2,750	3,000	3,028	2,978
# Pet Licenses Issued	2,389	2,400	2,600	2,600
# Emails received and sent by Town Clerk staff (data as provided by Tech Support)	38,182	45,000	45,000	48,000
# Visitors to the Town Clerk's office as recorded by installed door counters	15,694	20,000	20,000	23,000

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 the State Legislature, Attorney General Office and Department of Revenue and maintaining Belmont's Bylaws 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) summary receipts and training and compliance with the Open Meeting Law, political and campaign finance reports, pet licenses, online Yard Sale Permits, business licenses, registrations and certificates and reports and studies. Maintaining and indexing these documents while making them accessible to the public in a safe and secure way is a major responsibility. Lastly, the Town Clerk serves as the central "go to" place for residents and general inquiries from the public. People, who do not know where to turn in the Town's structure, call, email or visit the Town Clerk's office first. Many times, we answer the question; other times, we refer to other departments once we decide the best match for the inquiry.

As the official keeper of records for the Town of Belmont, Public Records Requests have risen sharply, requiring coordination and organization by the Town Clerk's office to assure that fulfillment occurs within the law. These requests often arrive at the Town Clerk's office first. In calendar 2016, the Town Clerk's office posted 612 meetings for 68 separate public bodies; in 2016, 221 sets of minutes were also processed and recorded. Since FY15 we have been actively working with committees to file missing minutes and remain current with minutes to provide adequate public access to governmental proceedings and decision-making.

Proper storage, creating and updating indices and following standard archiving procedures for all our records, temporary and permanent, continues to be a priority for this department. In FY15, we performed a complete review and indexed of all of the Town Clerk records to make the items are more easily accessible - to us, Town Counsel and the public at large. We know that this foundational work has assisted in easy fulfillment of Public Records Requests to date and puts us in good shape going into FY18. We continue to seek and receive books, reports and documents from Belmont's early history, including documents from Belmont's original votes of incorporation.

LEGISLATIVE:

Goals:

- a. Management of Town Meeting sessions to maximize the use of time
- b. Comply with legal requirements for Town Meetings – 100% REQUIRED BY MASS GENERAL LAW AND TOWN GENERAL BYLAWS
- c. Properly record Town Meeting tenure, attendance and individual voting records to permit public consideration
- d. Provide certified votes to State agencies as required, including Attorney General, Department of Revenue and Secretary of Commonwealth



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Program Performance:

Legislative	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# Town Meeting Members who receive their Town Meeting information by electronic means of the total number of Town Meeting Members	294 of 296	295 of 206	295 of 296	296
# of Town Meeting articles submitted and approved by the Attorney General	5	4	4	4

Detailed Description:

This program is responsible for coordinating many 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 General Bylaws, written and verbal 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, and making the results available and understandable to the general public.

Innovation and Initiatives:

Our CPA-funded \$100,000 Vital Records Digitization and Preservation Project – All scanning and indexing is complete and the Town Clerk's staff is proofreading each of the index points to ensure proper record retrieval. This effort continues into 2020 and is a tedious process but worth the effort to yield clean data for the future, for Town Clerk use or public use should that ever occur.

Our other CPA-funded project to scan town meeting records and annual reports is also coming to a conclusion with all of the scanning completed in 2019, indexing still needed on a few of the categories. In 2020 we anticipate loading these into our database and develop parameters for access.

In 2019, we made significant reporting improvements to the Talent Bank portion of our Committees database to facilitate online reviewing and use by the Select Board and Town Administrator's staff as they execute the appointment process. The results were well received and provided up to date, accurate information about applicants as well as the committee structures. This reporting update augments our introduction of the online Talent Bank portal we created and introduced in 2018.

In 2019 we created in house an election worker scheduling portal to replace the email and phone call methods long deployed; it's made a big difference in ease of scheduling our 130 plus workers for various time periods and locations at multiple elections and makes finding substitute workers much simpler.



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Due to the State's effort to promote Real ID for Massachusetts residents in anticipation of 2020, we saw a surge of requests for birth and marriage certificates. Many of these come as walk-in services throughout the day, limiting the blocks of uninterrupted work time to complete other projects. At the close of 2019 we began online testing of our new online vital records request and payment system and plan to go live with it in February of 2020. This time-shift will allow us to perform the search and communication on our time, versus on a walk-in basis. The demand is expected to continue through 2020 at least.

We continue to load and maintain current information onto our webpages in an attempt to provide valuable information to inquirers.

In 2019 we began in earnest to work with the State Elections Division and Department of Homeland Security for Election Infrastructure as well as Cybersecurity and this will continue into the future. All of our employees are participating in training for this critical venture.

Opportunities:

We will examine how to utilize our tablets to sign in Town Meeting Members and automatically attribute attendance credit, minimizing transferring the data. In addition, we'll make this data available to the Town Meeting Members and then the general public directly through the website. This will free up staff time and ensure accurate records, up to date contact information and proper archiving.

CHALLENGES:

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. Accomplishing the work between interruptions is a challenge we face daily. The numbers for calendar 2019 are as follows: more than 16,000 visitors came through the doors of the Town Clerk's office (as recorded daily by our door counters) and 39,175 emails were exchanged (as recorded by the Town's Information Technology Department). In addition, the staff recorded and/or issued 1,800 vital record certificates this year and 2400 pet licenses, and fulfilled thousands of inquiries by phone that are not currently tabulated by the Town. The lack of enforcement of the General Bylaws, particularly pet licensing continued in 2019 but we anticipate an increase in this activity and revenue in 2020 with a new Animal Control Officer on board.

The Town Clerk's Office revenue for FY17 of \$82,511 (a 6% decrease over FY16) is earned by our fees, the average of which is only \$20 (exclusive of the pet licenses); this translates into approximately 4,841 paid transactions. Budgeted revenues have fallen as predicted attributable to the changes to the Public Records Law.

On trend, the constant flow of new residents to Belmont and residency verification continues to be a major task. We hope to work with the School Department to schedule additional verification check points within the K-12 years, instead of only upon initial registration and residence address change.

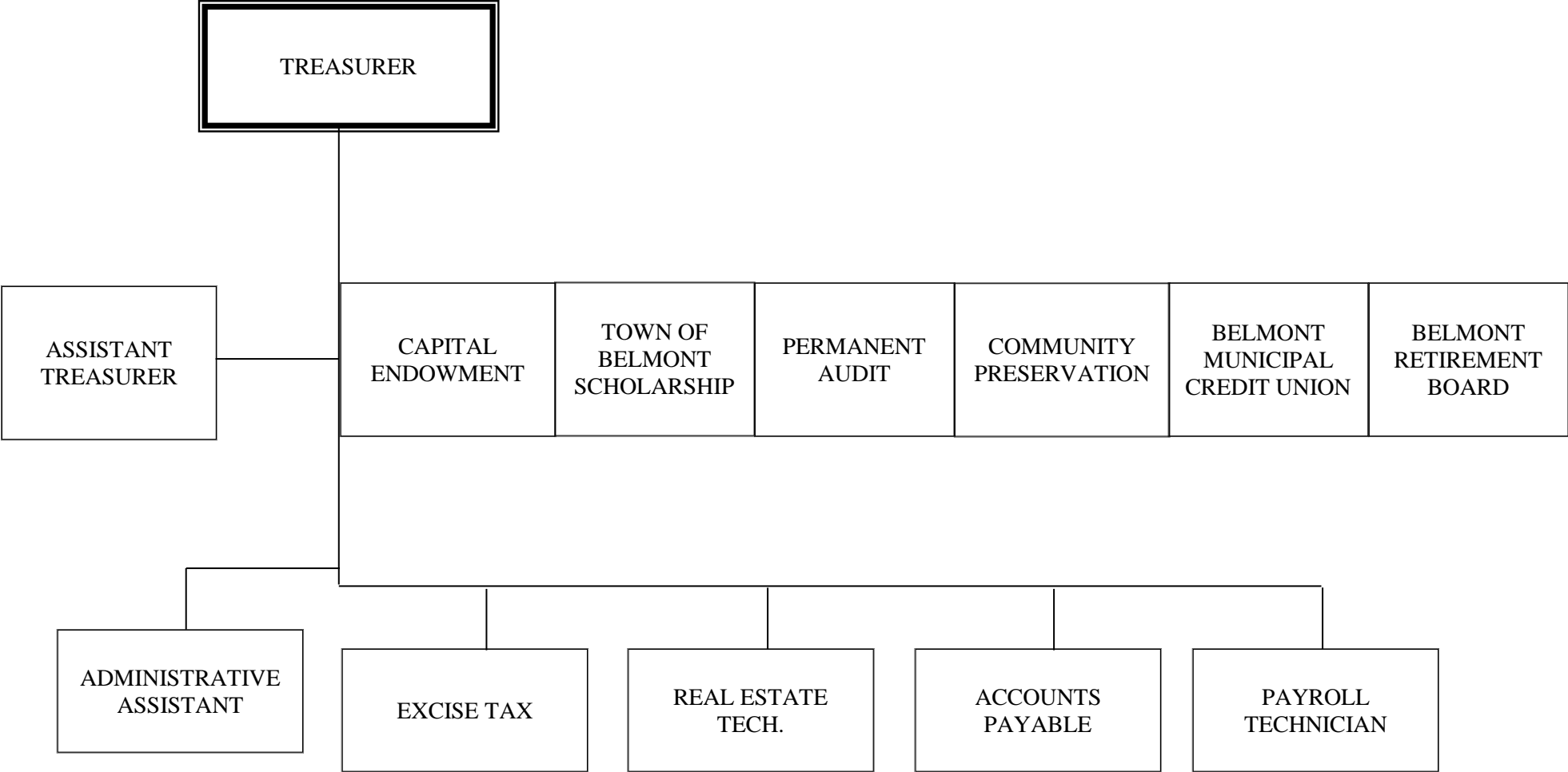
The enormous breadth of records, responsibilities and access requirements placed on every Clerk's office Statewide require a highly competent, skilled and educated workforce. Of the ten routine data systems that the Town Clerk's office employees utilize on a daily basis, six of them are new in the past five years. These systems range from NextRequest Public Records software to PaperVision (our digitized vitals records management system) to the State Vitals Information Partnership (to create new vital records) to TurningPoint (electronic voting at Town Meeting) to General Code (for General Bylaws) and PeopleGIS, (our GIS provider for business licensing, pets, underground fuel tanks, traffic regulations, and many others). Our records are no longer just paper – they are scanned and indexed documents and saved based upon nomenclature standards, creating and using data systems that link records and relevant data to make them available to our department, other departments, residents and



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the general public. We have purposely invested in our webpages, keeping information available and current – this accessibility allows the staff to solve more intricate problems posed on a daily basis while providing consistent information to all customers who search for the information. For 2017, the Town Clerk page had 7,804 page views (the 14th most popular page on the Town website), compared to 12,434 in 2016, proving that during busy election seasons, residents depend upon the website for information. We are creating birth certificates and death certificates, registering marriages and businesses, all requiring routine handling of Social Security Numbers and personal identity information. These new technology skills, added to the confidential secure handling of information, broad knowledge base in a high-volume customer service environment, have led me to request reclassification of two of the Town Clerk's office jobs in FY18, with hope of examining the remaining job in FY19.

TREASURER'S DEPARTMENT



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Personnel Detail

Position Classification	FTE FY2014	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FY20 SAL	FTE FY2021	DEPT. REQ. SAL	FTE FY2021	TA RECOMMENDED SAL
Treasurers Department												
Treasurer / Collector	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 106,566	1.0	\$ 108,697	1.0	\$ 108,697
Asst. Treasurer/Collector	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 84,773	1.0	\$ 76,600	1.0	\$ 76,600
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 62,901	1.0	\$ 63,205	1.0	\$ 63,205
Payroll Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,215	1.0	\$ 63,345	1.0	\$ 63,345
Account Analyst - Property Tax	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 62,901	1.0	\$ 60,588	1.0	\$ 60,588
Clerk II-Excise	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 50,046	1.0	\$ 43,856	1.0	\$ 43,856
Clerk II A/P	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 45,202	1.0	\$ 46,892	1.0	\$ 46,892
Office Assistant	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 20,207	0.5	\$ 20,611	0.5	\$ 20,611
Parking Clerk	-	-	-	-	-	-	-	\$ 3,000	-	\$ 3,000	-	\$ 3,000
Total	7.5	7.5	7.5	7.5	7.5	7.5	7.5	\$ 498,811	7.5	\$ 486,793	7.5	\$ 486,793

Vacant or changes to position



TOWN TREASURER

BUDGET OVERVIEW:

	FY20	FY21	\$ Change	% Change	FY20 FTE
Total Treasurer's Dept. Salaries	\$500,486	\$486,793	-\$13,693	-2.7%	7.5
Total Parking's Dept. Salaries	\$3,000	\$3,000	-	-	
Total Treasurer's Dept. Expenses	\$111,500	\$114,000	\$2,500	2.2%	
Total Parking's Dept. Expenses	\$90,000	\$93,000	\$3,000	3.3%	
Grand Total	\$704,986	\$696,793	-\$8,193	-1.2%	
Treasurer	\$611,986	\$600,793	-\$11,193	-1.8%	7.5
Parking	\$93,000	\$96,000	\$3,000	3.2%	
Grand Total	\$704,986	\$696,793	-\$8,193	-1.2%	

Program Responsibilities:

The Treasurer's 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 7 full time and 1 part time employees.

Budget:

The FY21 budget will be \$696,793 which is allocated 43.1% Treasury Management, 43.1% Collection Management, and 13.8% Parking.



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COMMITTEE ASSIGNMENTS:

- ❖ Permanent Audit Committee
- ❖ Town of Belmont Scholarship Committee
- ❖ Capital Endowment Committee
- ❖ Community Preservation Committee
- ❖ Town of Belmont Retirement Board
- ❖ Belmont Credit Union
- ❖ Financial Task Force II

FY20 Accomplishments:

• **COMMUNITY PRESERVATION COMMITTEE**

The Community Preservation Comprehensive Plan was updated and approved June 2019. During FY19 reviewed 8 project applications and approved 6 projects for Town Meeting vote on May 6, 2019.

All of the projects were approved for appropriation by Town Meeting totaling \$1,992,975.

In September 2019 (FY2020) received 7 project applications. Final vote by CPA Committee will be held on January 9, 2020.

• **FY19 ISSUED DEBT**

BHS (GOB)*	\$100.0 Million
Police/DPW (GOB)*	\$7.4 Million
Refinancing (GOB)**	\$19.6 Million
Water Main (GOB)*	\$0.6 Million
Water Bond (MWRA)	\$0.5 Million
Sewer Bond (MWRA)	\$0.5 Million

* 30 year premium savings \$7.1M

**Beech Street Senior Center and Wellington Elementary School annual Debt Service savings \$180,000 next 16 years

• **REAL ESTATE TAX LIEN CLEAN UP PROJECT**

- Engaged outside attorney, KP LAW, P.C.
- During calendar year 2019 closed 6 liens totaling \$457,832.

• **RATING AGENCY UPDATE**

- FY2018 Financial Audit completed on time.



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- All financial disclosure documents filled on time
- Updated \$108.3M Bond Offering Statement for March 2019 financing of Belmont High School, Police/DPW and Water Main Projects.
- April 2019 Moody's and S&P AAA rating reaffirmed for Belmont. We are 1 of 11 communities out of 351 in Massachusetts with AAA from both agencies.

- **TAX COLLECTION RATE**

- FY2018 99.477%
- FY2019 99.503%

STAFFING & STRUCTURE:

The Treasurer's Department staffing is currently 7 full time and 1 part time.

Employee:	Position:	Years:
Floyd Carman	Treasurer – Management*	15
Michael Trainor	Assistant Treasurer	12
Mary Ehler	Payroll Clerk	23
Richard Arria	Real Estate Clerk, Cashier	11
Elaine Tripoli	Excise Clerk, Parking, Cashier	4
Janine Doumanian	AP, Parking, Cashier	2
Iwona Gosz	Admin. Asst., Payroll, Parking, Cashier	15
Kevin Hayes	Part time – Clerk	15

Treasurer is the Chairman of Capital Endowment Committee, Chairman of the Town of Belmont Scholarship Committee, Clerk of the Town Permanent Audit Committee, Clerk of the Town Community Preservation Committee, Treasurer of the Belmont Municipal Credit Union and Member of Belmont Retirement System.

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.



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

FY21 DEPARTMENT BUDGET BY FUNCTION:

Town Treasurer	Budget \$	Budget %
Treasury	\$300,396.00	43.1%
Collections	\$300,397.00	43.1%
Parking Clerk	\$ 96,000.00	13.8%
Total	\$696,793.00	100.00%

DEPARTMENT STAFFING BY PROGRAM:

	Total	% of Total
Treasury Management	3.45	46%
Collection Management	3.35	45%
Parking	0.7	9%
Total	7.5	100.0%

TREASURY MANAGEMENT:

Goals:

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

Program Performance Outcome:

Investment Earnings is 25 basis points greater than annual one year term CD rate as of 12/31/2019



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Description of Function:

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.

Note: 96% of full time staff on direct deposit.

Treasury Management	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# of Payroll Paper Checks	4,322	4,800	4,300	4,300
# of Direct Deposits	38,562	36,500	36,500	36,500
# of Accounts Payable Checks	13,357	13,600	13,400	13,400

COLLECTION:

Goals:

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

	FY18	FY19	FY20
	Actual	Actual	Estimated
Real Estate	86.0M	91.0M	101.0M
Personal Property	0.5M	0.5M	0.5M
Excise	3.5M	3.4M	3.5M

Program Performance Outcomes:

- 100% collection and secure tax lien.

Description of Function:

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



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Collection	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# of Real Estate Tax Bills (Quarterly)	33,256	33,300	33,500	33,700
# of Personal Property Tax Bills (Quarterly)	2,000	2,200	1,950	2,002
# of Excise Tax Bills (Annually)	21,500	21,550	21,500	21,550

PARKING:

Goals:

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

Program Outcomes:

Parking Tickets	<u>Issued</u>	<u>Open</u>	<u>%</u>	<u>Revenue</u>
2019 (Estimated)	14,000	2,350	83	\$178,000
2018	13,896	2,336	83	\$177,990
2017	9,903	2,400	76	\$151,242
2016	8,827	1,910	78	\$154,590
2015	11,253	2,066	82	-



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Description of Function:

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

Parking	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# of Parking Tickets Issued	14,000	14,500	14,500	15,000

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 Counsel.
- d. The Town Treasurer is the lead contact dealing with rating agencies for all debt issues.

OPPORTUNITIES:

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

Potential:

- a. Continued implementation of paperless tax billings.
- b. Review open tax receivables:
 - Real Estate Tax to include Tax Title Accounts
 - Personal Property Tax
 - Excise Tax
- c. Treasurer's Department will continue to collaborate with BMLD to implement the Consolidated Utility Billing and Collection System.



CHALLENGES:

- a. Maintain AAA Bond Rating.
- b. On-line security challenges preventing external 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.
- e. The Affordable Care Act continued to provide challenges during FY2018, most notably the 1095-C filing requirements. Human Resources, Treasurer's office and IT collaborated with our software provider (MUNIS) to ensure full compliance with this requirement and provide the necessary forms to eligible recipients as well as insure timely filing with the IRS.
- f. Implement Parking Meter Stations/Parking Plan in Belmont Center and educate Belmont Center Customers.



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EMPLOYEE BENEFITS

OVERVIEW:

FY20 Budget	FY21 Budget	\$ Change	% Change
\$ 14,445,222	\$ 15,571,233	\$ 1,126,011	7.8%

This allotment contains funding for employee benefits which are not included in the individual departmental budgets. Items which are contained in this budget include: the funding for pension and health insurance costs for retired employees, salary and health benefit resources, life insurance, unemployment insurance, workers compensation, and premiums for property and liability insurance.

Pension costs are scheduled to increase by \$937,688 or 11.4% from FY20 based on the latest funding schedule contained in the pension actuarial study, which is updated every two years.

Health insurance costs for current employees are budgeted and transferred to a central account where expenditures are made. Overall health insurance costs for all active employees and retirees are estimated to increase by 4%, or \$196,826 in FY21.

Property and Liability Insurance costs are estimated to increase by \$15,594 or 3% in FY21. Workers Compensation Policy is provided by the Massachusetts Interlocal Insurance Association (MIIA). MIIA was incorporated by the Massachusetts Municipal Association as a nonprofit organization to provide insurance services to cities and towns. The total FY21 Workers Compensation Insurance costs is estimated at \$162,634 a \$3,189 or 2% increase for Town Departments.

Other budget items contained in this allocation include Unemployment Compensation (\$40,000), Life Insurance, (\$19,425), which reflect no increase

from FY20. Medicare cost is estimated to increase \$7,705 or 2.5% total (\$315,902).

	FY20 Budget	FY21 Budget	\$ Change	% Change
	\$ 14,445,222	\$ 15,571,233	\$ 1,126,011	7.8%

Retirement and Pension Contrib	\$ 8,227,468.00	\$ 9,165,156.00	\$ 937,688.00	11.4%
Worker's Comp	\$ 159,445.00	\$ 162,634.00	\$ 3,189.00	2.0%
Unemployment Comp	\$ 40,000.00	\$ 40,000.00	\$ -	0.0%
Health Ins. And Salary Reserves	\$ 5,170,874.00	\$ 5,332,709.00	\$ 161,835.00	3.1%
Life Insurance	\$ 19,425.00	\$ 19,425.00	\$ -	0.0%
Medicare	\$ 308,197.00	\$ 315,902.00	\$ 7,705.00	2.5%
Liability Ins.	\$ 519,813.00	\$ 535,407.00	\$ 15,594.00	3.0%
Total	\$ 14,445,222.00	\$ 15,571,233.00	\$ 1,126,011.00	7.8%

	\$ 3,274,556.00	\$ 3,405,538.00	\$ 130,982.00	4.0%
	\$ 1,646,109.00	\$ 1,711,953.00	\$ 65,844.00	4.0%
	\$ 4,920,665.00	\$ 5,117,491.00	\$ 196,826.00	4.0%

EMERGENCY MANAGEMENT



Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Personnel Detail

Position Classification	FTE <u>FY2014</u>	FTE <u>FY2015</u>	FTE <u>FY2016</u>	FTE <u>FY2017</u>	FTE <u>FY2018</u>	FTE <u>FY2019</u>	FTE <u>FY2020</u>	FY20 SAL	FTE <u>FY2021</u>	DEPT. REQ. SAL	FTE <u>FY2021</u>	TA RECOMMENDED SAL
No. Emergency Management												
Director	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	1.0	8,100	1.0	8,100
Assistant Director	\$ 4,750	\$ 4,750	\$ 4,750	\$ 4,750	\$ 4,750	\$ 4,750	\$ 4,750	\$ 4,750	1.0	4,750	1.0	4,750
Temp/PT	\$ 744	\$ 744	\$ 744	\$ 744	\$ 744	\$ 744	\$ 744	\$ 744	1.0	744	1.0	744
Total	13,594	13,594	13,594	13,594	13,594	13,594	13,594	\$ 13,594	3.0	13,594	3.0	\$ 13,594

Change in personnel



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OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	16,200	16,200	0	0	0
Total Expenses	7,944	7,944	0	0	
Grand Total	24,414	24,414	0	0	

Submitted by: Wayne L. Haley –Director

Summary of Program Responsibilities:

The Belmont Emergency Management Agency (BEMA) is a local extension of the Massachusetts Emergency Management Agency (MEMA), established by the Commonwealth of Massachusetts to coordinate emergency services with various state, local and federal agencies during a state of emergency or alert.

BEMA is responsible for planning, training, compliance, and mitigation in relation to disaster planning and Homeland Security. While BEMA is not a first responder agency, incident management and multi-agency coordination is provided at large scale incidents. BEMA also acts as a liaison to our State and Federal partners.

Staffing:

Belmont Emergency Management Agency consists of two-part time staff: Director and Assistant Director. BEMA has an active role within the Town of Belmont Emergency Planning Group and a team of volunteers augments our services as needed.

Budget:

The FY20 budget was \$24,414 and remains unchanged in FY21.

Program Outcome & Compliance:

The department's performance indicators are primarily of compliance. Unless the Town meets or exceeds basic reporting, emergency planning and training requirements the Town becomes ineligible for State and Federal funding reimbursement. Each year all city and towns are required to complete several state and federal applications ensuring compliance with all local and federal guidelines. One of these requirements is the National Incident Management System (NIMS) compliance which is a federal program. Compliance is required for Belmont to be eligible for any Federal funding. In addition, the State requires our Comprehensive Emergency Management Plan (CEMP) to be updated annually.

Belmont continues to be in full compliance with the required reporting mandates.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

Major Activities and Responses:

Emergency Management staff members maintain a 24/7 on-call availability to provide incident management support to the Belmont Police, Fire Department and other Town Agencies when major incidents impact the town. A new Emergency Management Director was appointed in February 2019 following the retirement of longtime Director Leo Saidnawey. In FY20 BEMA staff participated in multiple emergency weather planning activities for snow and wind storms that occurred in 2019.

Community Outreach:

Emergency Management staff participated in several outreach programs with civic groups. BEMA participated in "Meet Belmont," worked with several day care providers to help them meet their license requirements for disaster planning, and responded to calls from community members seeking advice or guidance on planning as well as presenting the role of Emergency Management for the Town at the Middlesex Sherriff's Youth Academy.

Training & Meetings:

BEMA staff attended multiple training classes and seminars held across the Commonwealth and Rhode Island during FY20. Staff attended the 2019 MEMA All Hazards Preparedness Conference in Marlborough, MA. BEMA Staff attended bi-monthly Emergency Management Director's planning meetings throughout Region 1.

Storm Ready Community:

Belmont is one of a dozen communities in the Commonwealth which holds the Storm Ready certification issued by the National Weather Service. In FY20 BEMA completed its recertification process to maintain its Storm Ready designation within the Commonwealth.

Communications & Technology:

The largest expense in this department budget is to maintain the communications and technology equipment for Belmont's Emergency Operations Center (EOC) located in Belmont Fire Headquarters and the backup EOC located at the Chenery Middle School. The EOC has proved itself to be a critical asset in managing large scale incidents affecting the town. In addition to the existing communications expenses, Emergency Management has subscribed to a telephone conference calling service that while reserved for Emergency Management activities during crisis planning, is available to all department heads for daily business via coordination with the Town Administration staff.

Social Media:

The Emergency Management staff continues to utilize social media to keep the citizens of Belmont informed of important official information during emergency incidents. Emergency Management utilizes Twitter @BelmontEMA.

Conclusion:

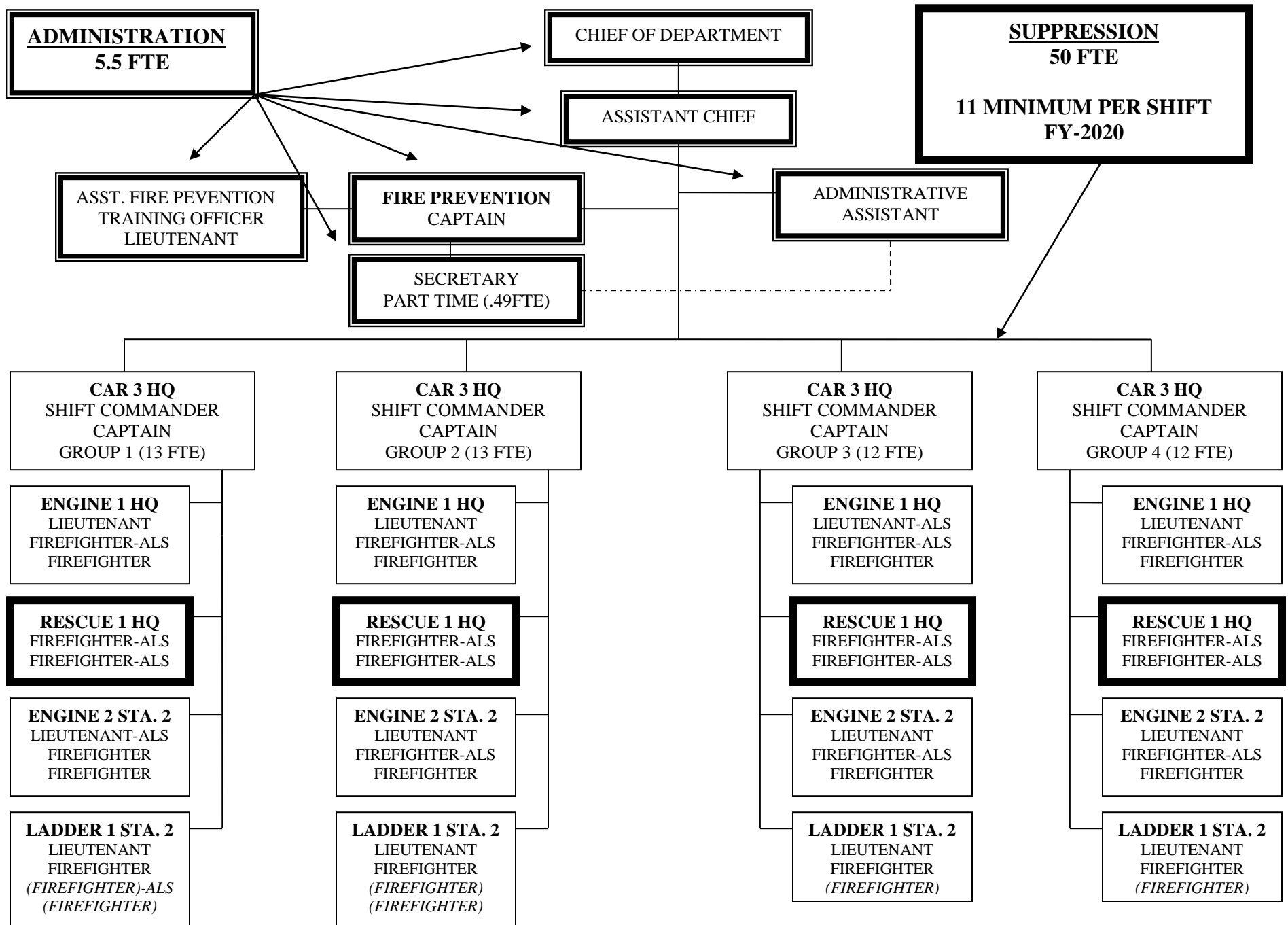
Belmont Emergency Management Agency goals for FY21 include continued communication & technology upgrades to our Emergency Operations Center. In conjunction with our partners from Belmont Police, Belmont Fire and other Town Departments we would like to increase our All Hazards incident planning and management capabilities for a unified incident response as needed in the Town.



FY20 Accomplishments:

- Continued emergency planning activities for the Town of Belmont
- Continued community outreach for emergency preparedness
- Equipment upgrades to Emergency Operations Center (EOC)

Fire Department



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Personnel Detail

No.	Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	SAL	FY2021	SAL	FY2021	SAL
<u>Fire Administration</u>													
	Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 178,674	1.0	182,636	1.0	184,462
	Assistant Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 131,870	1.0	131,870	1.0	133,189
	Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 113,277	1.0	114,427	1.0	114,427
	Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 95,616	1.0	100,838	1.0	100,838
	Administrative Assistant III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 68,709	1.0	68,760	1.0	68,760
	Administrative Assistant I	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 21,712	0.5	21,712	0.5	21,712
	Total	5.5	5.5	5.5	5.5	5.5	5.5	5.5	\$ 609,858	5.5	620,243	5.5	\$ 623,388
<u>Fire Suppression</u>													
1	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 66,697	1.0	\$ 61,932	1.0	\$ 61,932
2	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 69,552	1.0	\$ 61,932	1.0	\$ 61,932
3	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,943	1.0	\$ 61,932	1.0	\$ 61,932
4	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 60,419	1.0	\$ 63,063	1.0	\$ 63,063
5	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 60,419	1.0	\$ 63,063	1.0	\$ 63,063
6	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,607	1.0	\$ 66,407	1.0	\$ 66,407
7	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 62,404	1.0	\$ 66,422	1.0	\$ 66,422
8	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 61,644	1.0	\$ 65,886	1.0	\$ 65,886
9	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 66,422	1.0	\$ 69,349	1.0	\$ 69,349
10	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 68,422	1.0	\$ 71,349	1.0	\$ 71,349
11	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,628	1.0	\$ 76,668	1.0	\$ 76,668
12	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,393	1.0	\$ 74,393	1.0	\$ 74,393
13	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,943	1.0	\$ 74,943	1.0	\$ 74,943
14	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,222	1.0	\$ 72,222	1.0	\$ 72,222
15	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,497	1.0	\$ 72,497	1.0	\$ 72,497
16	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,222	1.0	\$ 72,222	1.0	\$ 72,222
17	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 78,668	1.0	\$ 78,668	1.0	\$ 78,668
18	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,222	1.0	\$ 72,222	1.0	\$ 72,222
19	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,222	1.0	\$ 72,222	1.0	\$ 72,222
20	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,222	1.0	\$ 72,222	1.0	\$ 72,222

Fire Department

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Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>
21 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,497	1.0	\$ 72,497	1.0	\$ 72,497
22 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,732	1.0	\$ 72,732	1.0	\$ 72,732
23 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 68,423	1.0	\$ 74,668	1.0	\$ 74,668
24 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,668	1.0	\$ 74,668	1.0	\$ 74,668
25 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,668	1.0	\$ 74,668	1.0	\$ 74,668
26 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,252	1.0	\$ 73,527	1.0	\$ 73,527
27 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,527	1.0	\$ 73,527	1.0	\$ 73,527
28 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 81,218	1.0	\$ 81,218	1.0	\$ 81,218
29 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,057	1.0	\$ 73,057	1.0	\$ 73,057
30 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 78,391	1.0	\$ 78,666	1.0	\$ 78,666
31 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,567	1.0	\$ 72,567	1.0	\$ 72,567
32 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,447	1.0	\$ 75,549	1.0	\$ 75,549
33 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,842	1.0	\$ 72,842	1.0	\$ 72,842
34 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,203	1.0	\$ 75,203	1.0	\$ 75,203
1 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 94,308	1.0	\$ 94,488	1.0	\$ 94,488
2 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,666	1.0	\$ 90,666	1.0	\$ 90,666
3 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,731	1.0	\$ 90,731	1.0	\$ 90,731
4 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,391	1.0	\$ 90,391	1.0	\$ 90,391
5 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,666	1.0	\$ 90,666	1.0	\$ 90,666
6 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 88,632	1.0	\$ 91,266	1.0	\$ 91,266
7 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,561	1.0	\$ 94,491	1.0	\$ 94,491
8 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 96,838	1.0	\$ 96,838	1.0	\$ 96,838
9 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 91,646	1.0	\$ 91,736	1.0	\$ 91,736
10 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,266	1.0	\$ 90,266	1.0	\$ 90,266
11 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 96,666	1.0	\$ 96,666	1.0	\$ 96,666
12 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 99,949	1.0	\$ 93,391	1.0	\$ 93,391
1 Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 106,615	1.0	\$ 106,615	1.0	\$ 106,615
2 Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 109,220	1.0	\$ 109,220	1.0	\$ 109,220
3 Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 112,565	1.0	\$ 112,565	1.0	\$ 112,565
4 Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 112,092	1.0	\$ 112,317	1.0	\$ 112,317

Fire Department

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Personnel Detail

Position Classification	<u>FTE</u> <u>FY2014</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>FY20</u> <u>SAL</u>	<u>FTE</u> <u>FY2021</u>	<u>DEPT. REQ.</u> <u>SAL</u>	<u>FTE</u> <u>FY2021</u>	<u>TA RECOMMENDED</u> <u>SAL</u>
Total	50.0	50.0	50.0	50.0	50.0	50.0	50.0	3,976,069	50.0	3,987,317	50.0	3,987,317
Temp Help												
FireFighter								\$ 58,294		\$ 58,294		
FireFighter								\$ -		\$ -		
								\$ 4,034,363		\$ 4,045,611		
Change in personnel												

Fire Department



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FIRE DEPARTMENT

OVERVIEW:

	FY20 Budget	FY21 Budget	\$ Change	% Change	FY21 FTE
Total Salaries	\$5,395,739	\$5,420,254	\$24,515	0.5%	55.5
Total Expenses	\$518,630	\$526,650	\$8,020	1.5%	
Total Overlay	\$95,850	-	(\$95,850)	-100.0%	
Grand Total	\$6,010,219	\$5,946,904	(\$63,315)	-1.1%	

Budget Overview

Submitted by: Chief Frizzell

Program Responsibilities: The Fire Department is divided into three programmatic budget areas. The Department's primary responsibility is providing emergency response to the Town's residents. The Department is segregated into three budget functions but there are five primary functions of the Department. The first function, and the primary mission of the Fire Department, is Fire Suppression or in more simple terms to "extinguish and prevent the spread of fire"¹. Included in this function is the response to calls that were called in as "fires" or calls that are likely to cause a fire, but ultimately are not, and classified as something different². Our second function is Fire Administration. This area is responsible for overseeing the operations of the Department and includes the Fire Prevention Division. The third function is Fire Prevention. If one can prevent a fire from occurring, it has a direct impact on the quality of life in the Town and on the core mission. The fourth responsibility is to provide Rescue Services to the Town³. 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, has a minor impact on the operating budget as most of these calls are done on the margin when not assigned to emergency calls.

Administration:

- *Fire Administration (Function):* The Administration part of the budget is one of the areas that could be apportioned to the other function areas. The Department Administration, in addition to general administration duties, responds to emergency calls and takes command at major incidents. Administration handles all of Department's budgetary, personnel and supervisory duties of each of its respective functions. To try and apportion this budget category or program to other budget "functions" with any accuracy would take a considerable amount of personnel time and resources the Department does not have.
- *Fire Prevention (Function):* The Fire Prevention Bureau (FPB) provides the second core function of the Department and is carried in the "Administration" budget category. 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

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 The Department responds to calls for service on the request placed to our Dispatch Center. Calls are classified at the end of the call, once the outcome is known. A simple example is a fire alarm signal will initiate a full fire response, but if it was determined to be a faulty smoke detector it would be classified as an alarm malfunction.

³ A rescue service is a broad category that contains medical transport calls, medical assistance calls, and extrication.



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Fire Prevention Bureau reviews building plans, propane installations, oil-burning equipment installations, fire protection systems, and blasting plans for code compliance. The Student Awareness of Fire Education (SAFE) program⁴, which has firefighters trained in public fire education for children, is also categorized in this area. A new addition to the outreach is "Senior SAFE" which is focused toward the Town's senior citizen population. The SAFE educators present fire prevention material at various civic organization gatherings and perform home visits to install smoke detectors meeting the current regulations.

- *Training (Sub Function):* Also included under the "Administration" budget category is the Training Officer. His duties are divided between supplementing the FPB and maintaining oversight of the Department's training activities. This position also provides staff support duties to both Administration and FPB.

Fire Suppression:

- *Fire Suppression (Function):* The Fire Suppression activities are the Department's core (primary) mission or function. This function is the most labor intensive activity the Department conducts⁵. The Department must maintain the critical balance of having enough staff on-duty to handle an initial response with the limits of 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 minor routine maintenance on the apparatus and stations included all daily janitorial duties and snow removal.
- *Service Calls (Function):* Our fourth function is to respond to Service Calls. Many of these calls start out as fire or medical calls, but result in the call being classified as a "service call". The other requests for service result from a person in need of assistance and not knowing 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 non-hazard service calls when higher level calls have been cleared. Many of the Service Calls are conducting without additional expense to the Town.

Emergency Medical Services

- *Rescue Services (Function):* 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 has been operating an Advanced Life Support (ALS) ambulance service for over 3 years now. The Department contracts with a private vendor for backup EMS services or other neighboring fire departments through mutual aid. Costs associated with either program or by function do not accurately reflect the costs to provide Rescue Services to the Town. The Rescue Service is a service the Town provides at a significantly reduced cost. The majority of these 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. In addition there is a significant revenue stream.

The Fire Department will have 33 EMT-Basics and 17 Advanced Life Support "Paramedics," who are recertified every two years, in order to provide both basic and advanced 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 to the residents. The Fire Department assists other first responder organizations as needed to enhance the EMS response to those people who are in need. The Town's patients receive a high level of care, and the Department's EMS mission makes patient care the number one priority.

⁴ SAFE program is 100% funded by State Grants and multiple local gifts.

⁵ Even with the current allocation of personnel the Town is not meeting nationally recognized standards.



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Last, the Fire Department has a great relationship with all of the other Town Departments and works with them in support of their missions. Conversely, we receive assistance, when required, to meet our mission. The Town Departments work well together.

STAFFING:

The Fire Department has 55.49 Full-Time Equivalents (FTE) down from the historical “full staffing” of 57.49 FTEs. 5.49 FTEs (4 uniformed and 1.49 civilian) are assigned to Administration/Fire Prevention and the remaining 50 FTEs are uniformed personnel assigned to Fire Suppression and Rescue Services, down from the desired “full staffing” of 52 FTEs. There is no specific allocation of the Fire Suppression and Rescue Services staffing. The Department continues to manage the turnover of staff due to anticipated and unanticipated retirements. There was a larger than anticipated number of retirements during the current and previous fiscal years. We had a significant number of resignations and retirements which have impacted the current fiscal year. There is only one or two anticipated retirements in FY2021. Replacement of vacant firefighter positions are a time-consuming process. The cumbersome Civil Service process along with an eight month or longer wait to get into the Massachusetts Department of Fire Services Recruit Training Academy causes short staffing on the Suppression shifts. The Department has been able to mitigate a few of these delays through providing staff to other departments conducting their own recruit academy or by paying a tuition in others. Either option is less expensive than paying a firefighter and covering their shift position until they are properly trained. The Department and Town must prepare, and have adequate staffing in place, before retirements occur to reduce the demands on the already constrained budget.

BUDGET:

Total proposed Fire Budget: \$5,894,709 Fire Administration/Fire Prevention- 13.2%, Fire Suppression 82.8%, and Emergency Medical Services- 3%.

PROGRAM OUTCOMES & WORKLOAD INDICATORS:

The workload of the Department is historically relatively flat, or constant, and varies only slightly from year to year. It is estimated that the workload will remain very similar for FY2021.

New development has caused a demand on the Department. There is also significant projects which are not completed or are planned which will create additional demands on the Department. The Uplands development, “Royal Belmont” is now fully complete. This development causes unique challenges to the Department as it is on the far edge of Town⁶. This has created a situation for a modified response which is unique to this developmentⁱ. The Cushing Village project continues to progress, although slowly. Its current state of construction is a big concern for the Department as the fire protection and detection systems are not in place and pose a great risk if there were to be a fire. It is anticipated this project will see increasing occupancy during FY2020. Last but not least is the new Middle High School project which continues and will continue for the next four fiscal years. The Department has been active in the design review and the continuing construction phasing. Further development at the McLean Hospital is in the early stages of approval and the final design has not been determined. This project will bring an unknown burden to the Department. All of these major building or development projects have significantly impacted the Fire Prevention Bureau during their time lines which in most cases is multiple years. The actual full impact of these projects, on the Fire Suppression and EMS resources, is not fully known. The Uplands Project has placed the Department under unique demands due to

⁶ The Uplands Project has placed the Department under unique demands due to its location. There is the potential for calls to strip the Town of all of its Fire and EMS resources thereby significantly increase response times, to other parts of the Town for second or additional calls



its location. There is the potential for calls to strip the Town of all of its Fire and EMS resources thereby significantly increase response times, to other parts of the Town for second or additional calls

The Department attempts to analyze proposed projects looking at both the impact of the development on the resources of the Fire Department, and how the projects could impact to Fire and EMS response in the Town. These projects are continually being revised and we are participating in the process. We will continue to raise our concerns and reanalyze as the projects move through the design and planning process.

FY20 YTD ACCOMPLISHMENTS:

- Specifications for new pumper were develop and the truck was ordered through the MAPC Municipal Common Purchase Program. It is anticipated the new pumper will arrive in early 2021.
- Spill response trailer, equipment and supplies were procured. The trailer is available to respond to incidents to help contain and control spills.
- Implemented Lexipol Policy Program to standardize the many documents the Department uses. This project will continue with new policies and procedures being issued on a monthly basis.
- ASHER or Active Shooter Hostile Event Response. The Department has been fully outfitted with protective ballistic vests and helmets to respond to ASHER incidents. The Department has procured specialized EMS equipment and supplies to respond and provide Rescue Task Force operations at an ASHER event.
- OSHA Compliance. The Department is working to comply with the new OSHA mandates and record keeping compliance.

DEPARTMENT BUDGET:

The charts on the next page 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.⁷

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, and services. Other Costs represent approximately 9% of the Fire Department Budget. It should be noted that over \$100,000 of “Capital Outlay” was cut from the FY2021 Fire Department Operating Budget. This reduction will set the Department back in maintaining its programs to replace durable equipment such as turnout gear, hose, air pack, bottles and other firefighting equipment. Ultimately it will cost the Town more funds in the long run and will require additional appropriations in future years.

The charts below are an attempt to breakdown the costs to reflect different accounting scenarios. It is difficult to have precise accuracy given the ever changing dynamic of the Department. 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. These charts are included as part of the budget exercise.

⁷ Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, and the Town’s Medicare match. Town employees are not covered under Social Security.



Budget by Program

FY21	Salaries	Other costs	Total	% of Total
Fire Administration	\$679,437	\$150,650	\$830,087	13.96%
Fire Suppression	\$4,712,287	\$226,850	\$4,939,137	83.05%
Rescue Services	\$28,530	\$149,150	\$177,680	2.99%
Total	\$5,420,254	\$526,650	\$5,946,904	100%

STAFFING AND STRUCTURE:

The Fire Department has 50 full-time uniformed employees working in Fire Suppression. This is down from 52 full-time employees, which allowed for four shifts of 13 personnel. There are 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, Training Division and Administration. Management consists of the Fire Chief and Assistant Fire Chief. "Clerical" represents the one full time position of Administrative Assistant and the one part-time position of Administrative Secretary⁸.

FY22	General Fund FTE	% of Total
Admin/Fire Prevention	5.49	9.9%
Fire Suppression	50.00	90.1%
Total	55.49	100.0%

⁸ Our part-time employee works year-round and provides administrative help to the Fire Prevention Office and Training Division



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	Uniformed	Uniformed	Civilian	Total
Fiscal Year	Personnel	Grant Personnel	Employees	FTE
2011	54	0	1.49	55.49
2012	54	0	1.49	55.49
2013	54	0	1.49	55.49
2014	54	0	1.49	55.49
2015	54	2	1.49	57.49
2016	54	2	1.49	57.49
2017	54	0	1.49	55.49
2018	54	0	1.49	55.49
2019	54	0	1.49	55.49
2020	54	0	1.49	55.49
2021	54	0	1.49	55.49



GOALS, PROGRAM PERFORMANCE MEASURES, AND DESCRIPTION OF FUNCTION:

Fire Administration:

1. Goals:

- To continue mentoring of the Assistant Chief.
- To mentor both new Fire Prevention and Training Officers.
- Review Fire Prevention Office practices to improve customer service and efficiency.
- Review Department Policies and develop a standardized Department Policy using national models.

2. Program Workload Indicators:

Workload Indicators - Administration	2018	2019	2020
	Actual	Actual	Estimated
Number of permits*	697	729	700
* Calendar Year Data			

3. Program 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 efficiencies gained in the permitting process will then allow additional time for community outreach.



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.

- Goals:
 - To comply with National Fire Protection Association (NFPA) 1710¹
 - Increase funding by 41% (2.2 million) to allow minimum on duty staffing of 17 (NFPA 1710 Compliance)
 - Use “automatic aid”, from neighboring communities, 100% of the time to augment “Structure Fire” calls (NFPA 1710 Compliance)
 - Removal of new hires and promotions by withdrawing from Civil Service.
- Program Workload Indicators:

Workload Indicators Year Data	Fire Suppression Calendar	2018	2019	2021
		Actual	Actual	Estimated
Responding Apparatus		5	5	5
Fires Inside Buildings		89	81	85
Other Fires		22	25	23
Good Intent or False Calls		565	589	577
Number of non-medical emergency responses.		1,538	1,551	1,545

¹ NFPA 1710 requires 17 personnel at a fire incident within 8 minutes of a call our current level of staffing allows for only 11 personal.



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- Program 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 these 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 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.



RESCUE SERVICES

1. Goals:

- Continue ASHER Training with a “table top” and live exercise.
- Continue the high level of EMS/ALS service with increased in-service training for all personnel.

2. Program Workload Indicators:

Workload Indicators	2018	2019	2020
Rescue Services	Actual	Actual	Estimated
Total EMS Responses	1,538	1456	1,500
ALS Transports	648	686	660
BLS Transports	452	384	440

3. Program Description:

The Fire Department staffing will include 54 Emergency Medical Technicians (EMTs) (22 Paramedics & 32 Basic level 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. The Department has been running an Advanced Life Support (ALS) now for a few years. This service has been able to expand beyond just the Department’s ambulance. Often times one of the two engine companies is staffed with ALS level staff and equipment. There have been occasions when all three primary response apparatus have been staffed and equipped at an ALS level. This allows for our patients to receive the highest level of care available to patients in a prehospital setting. The ALS level service will be able to be self-sustaining and help support the Capital Budget EMS needs of the Department. The support of the Select Board is appreciated.



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In 2019 and early 2020 the Department hired 9 additional firefighter/paramedics, due to retirements or resignations, bringing the total to 22 firefighters that are trained to the Advanced Life Support (ALS) level of emergency medical care and treatment. The Department continues to grow the ALS program. During FY 2020, when staffing allows, one or more Engines or Ladder operate at an ALS level. This provides a greater opportunity to provide our customers with the highest level of prehospital EMS care. To consistently improve service, all Department members participate in a blend of hands on learning and participation in the Department's simulation lab. This continuous training and skill maintenance provides for highly skilled technicians providing to the residents of the Town.

Second, the Department conducted an assessment center for their latest round of promotions to lieutenant and captain. This allowed to assess skills beyond the traditional Civil Service multiple choice exam and allows for the ranking and selection of a better-rounded candidate.

The Department has implemented a new Knowledge Management System that allows the employees to easily access the Department's policies and procedures. This implementation will take an additional 12-18 months to complete as there are many new policies and procedures being written and migrated into the system.

One of the procedures that the Department has spent a considerable amount of time developing is an Active Shooter Hostile Event Response (ASHER) procedure. In the event of such an incident the Department strives to be well prepared to work with law enforcement agencies to provide fire and emergency medical services under potentially hostile conditions.

An apparatus committee was formed and is working to finalize specifications for the new pumper that has been graciously funded by our citizens. The new pumper is slated to arrive in spring 2021.

In February, 2019, the Occupational Safety and Health Administration (OSHA) made several changes that will have an effect on the operations of various public safety and service organizations within the Commonwealth of Massachusetts. The Department has been working to comply with all applicable OSHA regulations. With compliance comes a cost to the Town. We are working to make this impact as minimal as possible. The exact financial impact is unknown and needs to be quantified as it will require operational and facility modifications.

Last, the Department instituted a new notification system for our members to receive emergency response notifications immediately as they are entered into the system by our dispatchers at the Joint Public Safety Communications. Stations have been outfitted with digital status boards that provide information such as weather, emergency responses, vehicle and apparatus status, training bulletins, and more.

OPPORTUNITIES:

The Department continues on a long term strategic plan. As part of this strategic plan the Department needs to address succession planning. Our planning efforts should "dove tail" off of the Town's strategic plan so all of the goals are aligned. We await direction from the Board on their efforts.

Over the past few years the Department has undergone significant transition in terms of its leadership. When senior leaders retire there is a tremendous amount of valuable knowledge left behind that is difficult to replace. Those that have recently been promoted into these positions have worked diligently to gain the tacit knowledge that can only come from experience.

The Town should have discussions with the Department to discuss the transition and filling of future vacancies. The current Civil Service process is cumbersome and time consuming causing the Department to expend unnecessary funds when positions are vacant.

The Department exercises every opportunity for regionalization. The issue of regionalization is still an issue that needs to be addressed, on a much broader scale. Although this issue continues to be brought up, not much can be done on a Department level to move this concept along. The largest single regional effort is the Department's participation in Metro Fire. Metro Fire is a regional mutual aid organization comprised of 35 fire departments geographically located around the City of Boston.

While the mutual aid system is a great resource it is an inefficient form of regularization. In recent years, this mutual aid system demonstrated its robustness but also its shortcomings with a 10+ alarm fire in Cambridge and another 10 alarm fire in Waltham. Although Cambridge and Waltham received a historic amount of aid it left the



Town of Belmont Town Administration's Fiscal Year 2021 Budget Recommendation

remaining 33 other communities with very little mutual aid if it was to be needed. The demands are ever increasing on the mutual aid system as many communities are short staffed.

The Department has members which participate in multiple regional initiatives. Two members are part of the State's District 2 Hazardous Materials response team. One member is a member of the regional Incident Management Team (IMT) with the North East Massachusetts Law Enforcement Council (NEMLEC) by providing a support team member versed in fire department operations. Last is the Department has a two members who belong to the Massachusetts Task Force 1 urban search and rescue team. The Department will continue to explore regionalization efforts as they are presented.

CHALLENGES:

The Department faces a number of challenges in the future. The primary challenge we face is the budget constraints. The Department is taking a significant cut to the operating budget and the effect will be detrimental.

A relatively new challenge that the Department is facing is an unprecedented amount of members leaving the Department. We have lost these members are not leaving the fire service but are moving on to a different department for one reason or another. The reasons vary from residency, convenience and salaries. The Town has a vested interest in retaining all of our employees. Increasing our retention efforts is a priority.

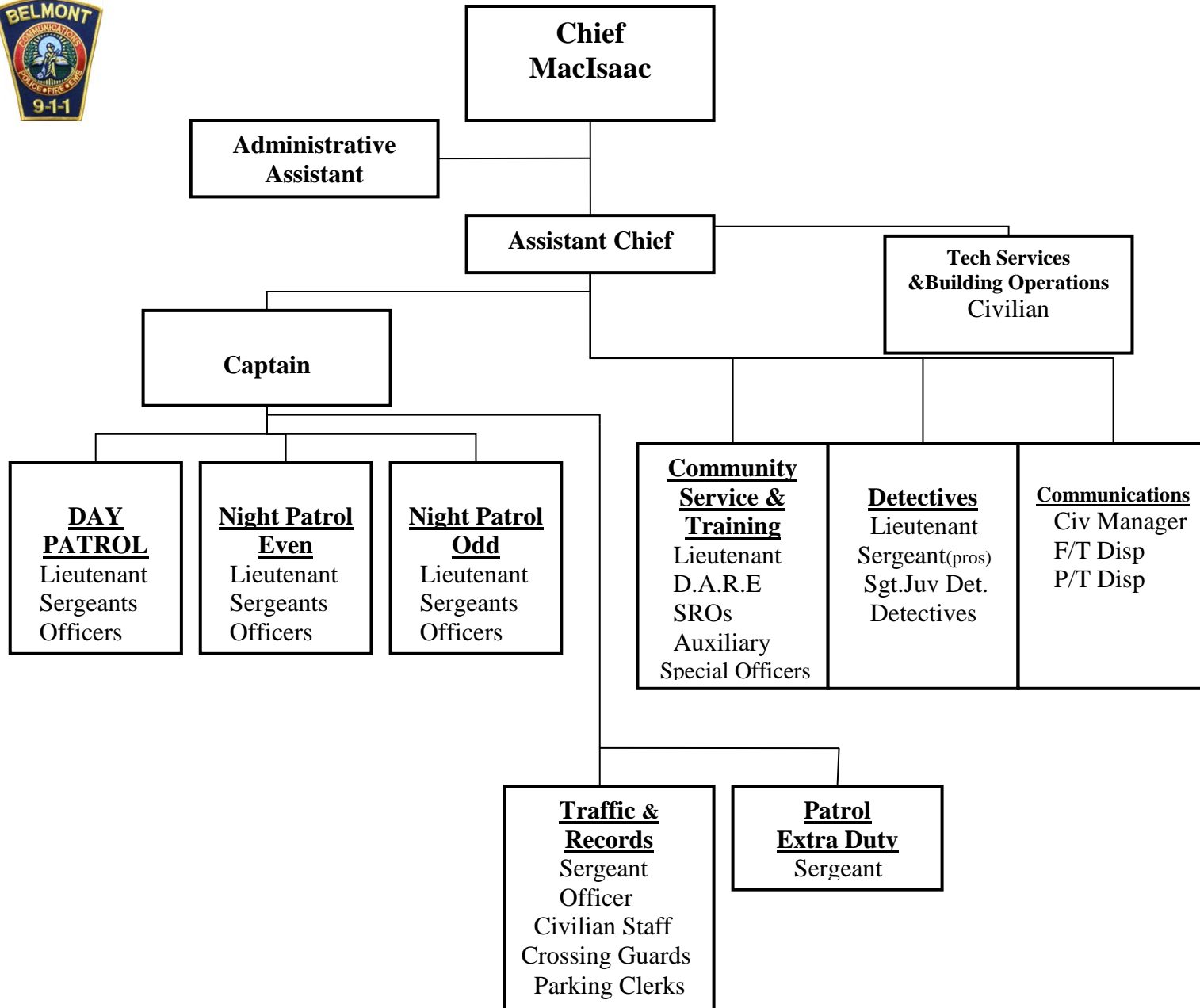
Another major challenge is the amount of services being requested of the Fire Prevention Office. Currently the office experiences more requests for services than can be processed in a timely manner. These include the Middle & High School Project, the Bradford in Cushing Square, development in Waverley Square, and the proposed development at McLean Hospital. With new staff and an understaffed office will create challenges in serving our customers. We continue to do the best given the resources we are allocated.

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. As building construction materials and standards change, and interior finishes and furnishings become more flammable, the amount of time for a fire to grow is dramatically reduced. The challenge facing each community is their need to maintain a response force, to respond to such emergencies, with adequate resources, in an appropriate response time, regardless of their frequency.



BELMONT POLICE DEPARTMENT ORGANAZATIONAL CHART

Knowledge ~ Courage ~ Integrity



Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	SAL	FY2021	SAL	FY2021	SAL
Police Administration												
Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 194,831	1.00	\$ 194,831	1.0	\$ 196,779
Assistant Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 167,276	1.00	\$ 167,276	1.0	\$ 168,948
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 68,509	1.00	\$ 68,509	1.0	\$ 68,509
TOTALS	3.0	3.0	3.0	3.0	3.0	3.0	3.0	430,616	3.00	430,616	3.0	434,237
Police Records												
Records Secretary	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 40,435	1.00	\$ 41,686	1.0	\$ 41,686
Records Secretary	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 42,208	1.00	\$ 40,659	1.0	\$ 40,659
TOTALS	2.0	2.0	2.0	2.0	2.0	2.0	2.0	\$ 82,643	2.00	\$ 82,345	2.0	\$ 82,345
Police Patrol												
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 78,551	1.00	\$ 78,551	1.0	\$ 78,551
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 67,753	1.00	\$ 70,235	1.0	\$ 70,235
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 88,540	1.00	\$ 88,740	1.0	\$ 88,740
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 69,344	1.00	\$ 72,698	1.0	\$ 72,698
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 94,786	1.00	\$ 89,116	1.0	\$ 89,116
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 78,351	1.00	\$ 78,551	1.0	\$ 78,551
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 82,389	1.00	\$ 91,142	1.0	\$ 91,142
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 81,538	1.00	\$ 81,538	1.0	\$ 81,538
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 71,775	1.00	\$ 71,975	1.0	\$ 71,975
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 80,638	1.00	\$ 80,638	1.0	\$ 80,638
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 78,037	1.00	\$ 82,389	1.0	\$ 82,389
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 69,344	1.00	\$ 64,955	1.0	\$ 64,955
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 71,881	1.00	\$ 75,924	1.0	\$ 75,924
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 80,638	1.00	\$ 80,638	1.0	\$ 80,638
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,635	1.00	\$ 73,835	1.0	\$ 73,835

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Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	SAL	FY2021	SAL	FY2021	SAL
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,571	1.00	\$ 90,571	1.0	\$ 90,571
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 88,916	1.00	\$ 88,916	1.0	\$ 88,916
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,549	1.00	\$ 69,442	1.0	\$ 69,442
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 81,947	1.00	\$ 84,972	1.0	\$ 84,972
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 94,586	1.00	\$ 94,586	1.0	\$ 94,586
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 88,072	1.00	\$ 88,272	1.0	\$ 88,272
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 91,142	1.00	\$ 91,142	1.0	\$ 91,142
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 83,741	1.00	\$ 70,235	1.0	\$ 70,235
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 80,032	1.00	\$ 81,538	1.0	\$ 81,538
Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 152,313	1.00	\$ 149,541	1.0	\$ 149,541
Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 129,603	1.00	\$ 129,603	1.0	\$ 129,603
Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 137,311	1.00	\$ 137,311	1.0	\$ 137,311
Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 138,761	1.00	\$ 138,761	1.0	\$ 138,761
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 116,974	1.00	\$ 116,974	1.0	\$ 116,974
Sergeant						1.0	1.0	\$ 92,869	1.00	\$ 92,869	1.0	\$ 92,869
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 111,005	1.00	\$ 111,005	1.0	\$ 111,005
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 105,035	1.00	\$ 105,035	1.0	\$ 105,035
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 94,249	1.00	\$ 94,249	1.0	\$ 94,249
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 116,969	1.00	\$ 117,599	1.0	\$ 117,599
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 109,376	1.00	\$ 109,376	1.0	\$ 109,376
TOTALS	34.0	34.0	34.0	34.0	34.0	35.0	35.0	\$ 3,244,221	35.00	\$ 3,242,922	35.0	\$ 3,242,922
Police Traffic												
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 110,826	1.00	\$ 110,826	1.0	\$ 110,826
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 79,251	1.00	\$ 79,251	1.0	\$ 79,251
TOTALS	2.0	2.0	2.0	2.0	2.0	2.0	2.0	\$ 190,077	2.00	\$ 190,077	2.0	\$ 190,077

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	SAL	FY2021	SAL	FY2021	SAL
Crossing Guards												
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,861	0.38	\$ 10,861	0.38	\$ 10,861
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,246	0.38	\$ 10,246	0.38	\$ 10,246
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,861	0.38	\$ 10,861	0.38	\$ 10,861
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,861	0.38	\$ 10,861	0.38	\$ 10,861
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 12,187	0.38	\$ 12,187	0.38	\$ 12,187
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 9,330	0.38	\$ 9,607	0.38	\$ 9,607
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,861	0.38	\$ 10,861	0.38	\$ 10,861
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,711	0.38	\$ 10,711	0.38	\$ 10,711
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,861	0.38	\$ 10,861	0.38	\$ 10,861
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,861	0.38	\$ 10,861	0.38	\$ 10,861
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,861	0.38	\$ 10,861	0.38	\$ 10,861
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,861	0.38	\$ 10,861	0.38	\$ 10,861
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,861	0.38	\$ 10,861	0.38	\$ 10,861
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,861	0.38	\$ 10,861	0.38	\$ 10,861
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,225	0.38	\$ 10,527	0.38	\$ 10,527
Crossing Guard						0.38	0.38	\$ 10,335	0.38	\$ 10,640	0.38	\$ 10,640
Reserve Crossing Guard							0.38	\$ 9,240	0.38	\$ 9,240	0.38	\$ 9,240
Reserve Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 9,187	0.38	\$ 9,187	0.38	\$ 9,187
Reserve Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 9,463	0.38	\$ 9,463	0.38	\$ 9,463
Reserve Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,711	0.38	\$ 10,711	0.38	\$ 10,711
TOTALS	6.75	6.75	6.75	6.75	6.75	7.13	7.51	210,245	7.52	211,129	7.51	211,129
Parking Control Officers												
Parking Control Officer	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 21,077	0.38	\$ 21,481	0.38	\$ 21,481
Parking Control Officer	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 24,873	0.38	\$ 24,873	0.38	\$ 24,873
Parking Control Officer	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 21,030	0.38	\$ 24,235	0.38	\$ 24,235

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	SAL	FY2021	SAL	FY2021	SAL
Parking Control Officer	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 22,321	0.38	\$ 23,130	0.38	\$ 23,130
TOTALS	1.50	1.50	1.50	1.50	1.50	1.50	1.50	\$ 89,301	1.50	\$ 93,719	1.50	\$ 93,719
Police Detectives												
Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 131,053	1.00	\$ 131,053	1.0	\$ 131,053
Detective Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 112,854	1.00	\$ 112,855	1.0	\$ 112,855
Detective Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 83,568	1.00	\$ 83,768	1.0	\$ 83,768
Detective	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,121	1.00	\$ 89,121	1.0	\$ 89,121
Detective	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 86,850	1.00	\$ 86,850	1.0	\$ 86,850
Detective	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 92,171	1.00	\$ 92,171	1.0	\$ 92,171
TOTALS	6.0	6.0	6.0	6.0	6.0	6.0	6.0	\$ 595,617	6.00	\$ 595,818	6.0	\$ 595,818
Police Community												
Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 131,053	1.00	\$ 131,053	1.0	\$ 131,053
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,416	1.00	\$ 89,616	1.0	\$ 89,616
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,416	1.00	\$ 89,416	1.0	\$ 89,416
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 86,228	1.00	\$ 86,428	1.0	\$ 86,428
Tech Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,264	1.00	\$ 63,689	1.0	\$ 63,897
TOTALS	5.0	5.0	5.0	5.0	5.0	5.0	5.0	\$ 459,377	5.00	\$ 460,202	5.0	\$ 460,410
Police Public Safety												
Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,857	1.00	\$ 92,220	1.0	\$ 93,142
Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 79,390	1.00	\$ 73,052	1.0	\$ 73,783
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 55,084	1.00	\$ 60,517	1.0	\$ 60,517
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 61,660	1.00	\$ 65,250	1.0	\$ 65,250
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 61,810	1.00	\$ 65,746	1.0	\$ 65,746
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 62,195	1.00	\$ 65,831	1.0	\$ 65,831

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Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,332	1.00	\$ 67,090	1.0	\$ 67,090
Dispatcher (Eliminated FY20)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,862	0.00		-	\$ -
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 61,760	1.00	\$ 65,346	1.0	\$ 65,346
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,332	1.00	\$ 67,090	1.0	\$ 67,090
TOTALS	10.0	10.0	10.0	10.0	10.0	10.0	10.0	\$ 663,282	9.00	\$ 622,142	9.0	\$ 623,795
Vacant or changes to position												



POLICE DEPARTMENT

OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$6,653,734	\$6,681,548	\$27,814	0.4%	72.01
Total Expenses	\$636,022	\$631,207	(\$4,815)	-0.8%	
Total Overlay	\$205,000	\$0	(\$205,000)	-100.0%	
Grand Total	\$7,494,756	\$7,312,755	(\$182,001)	-2.4%	

Submitted by: Chief MacIsaac

The Belmont Police Department exists to serve the public, enforce the laws and maintain order, and to protect the constitutional rights of all people. The members of the Belmont Police Department are committed to working in partnership with all citizens of our community in the delivery of police services, raising the quality of life for all. We promote dignity, respect and a safe atmosphere by recognizing our responsibility to maintain order, fairly enforce laws and to protect individual rights. The Department strongly believes that collaborating with the community and outside agencies enhances public safety and builds a stronger and safer Belmont. The Department aims to be as transparent as possible with the community and has increased its use of social media.

Divisions/Programs

The Police Department is comprised of seven different Divisions:

- ❖ Administration
- ❖ Patrol
- ❖ Records
- ❖ Detectives
- ❖ Traffic (includes part-time)
- ❖ Community Services
- ❖ Joint Public Safety Communications

Each Division provides a different function within the Department to assist in completing the mission of the Department to best serve the community.



The following chart reflects staffing by division.

Total Department FTE	
Administration	3
Patrol	35
Detectives	6
Traffic	2
Traffic Parking Control	1.5
Traffic/Records	2
Traffic Crossing Guards	7.51
Community Services	5
E911	10
Total	72.01

**1 Crossing Guard 1 Parking Control officer is equal to .38 FTE
Special Police Officers & Auxiliary officers not counted here*

DEPARTMENT BUDGET FY21	Salaries	Other Expenses	Total	% of Total
Administration	\$434,237	\$64,416	\$498,653	6.8%
Patrol	\$3,756,208	\$368,873	\$4,125,081	56.4%
Detective	\$628,822	\$15,099	\$643,921	8.8%
Traffic	\$506,700	\$30,531	\$537,231	7.3%
Records	\$82,345	\$8,606	\$90,951	1.2%
Community Service	\$472,154	\$17,018	\$489,172	6.7%



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Joint Public	\$801,081	\$126,664	\$927,745	12.8%
Total	\$6,681,547	\$631,207	\$7,312,754	100%

Benefits within the table include Health Insurance, Life Insurance, Disability Insurance and Medicare.

FY20 DEPARTMENTAL ACCOMPLISHMENTS:

- In FY20, the Belmont Police Department began a major renovation and reconstruction project at police headquarters located at 460 Concord Ave. The police headquarters at 460 Concord Ave was built in 1931 and with the exception of minor renovations in 1995, there has been little work done on the building. Once completed, this project will allow the building at 460 Concord Ave to serve the Police Department and the town well into the future. The members of the BPD are grateful to the residents of Belmont for supporting this project and appreciate all the ongoing hard work of the building committee.
- The Police Department successfully relocated its entire operations, with the exception of the Joint Public Safety Communications (JPSC), to temporary headquarters located at 40 Woodland Street. The JPSC relocated to a temporary trailer just outside of 460 Concord Ave. All employees at the police department contributed to make this move a success. An agreement with the Watertown Police Department to house our arrested individuals was a major step toward guaranteeing that police operations would continue without interruption. The Police Department also relied heavily on the support and collaboration from other town departments to make this move a success.
- In FY20 the Department was the beneficiary of a truly incredible donation from Belmont residents Liz and Graham Allison. In January 2020, the Select Board voted to accept the \$101,325 donation. This donation will allow for the training, purchasing and deployment of tasers for our Patrol Division. By supplementing our pepper spray and defensive tactics training with tasers, we will not only reduce injury to subjects who are taken into custody but will reduce the risk of injuries to our officers. Police officers want to save lives and the taser option provides us with that opportunity even when faced with suspects whose intent is to do us harm.
- The School Resource Officers (SRO) at the BHS and Chenery Middle School continue to be a success. In FY20, in cooperation with the School Department, we continue to run and improve on a number of successful school safety drills with both students and school staff. In addition to working with BHS & CMS students during the school year, the SROs in cooperation with the Waltham PD's SROs, continue to participate in the Waltham Summer Youth Police Academy in Waltham. Youths from Belmont, along with the SRO, participated in the two week program held at Waltham High School.
- Belmont officers trained in the response to active shooter incidents, have expanded their safety presentations beyond the educational environment and have conducted training at private businesses in town in addition to presentations to the Belmont Religious Counsel.



- The Belmont Police Department in partnership with the DEA, hosts a bi-annual Prescription Drug Take-Back Initiative to prevent the abuse and theft of old, unused and expired prescription drugs. This initiative was held at our temporary headquarters at 40 Woodland Street and resulted in an estimated 281 pounds of unwanted medications turned in.
- In FY20, the Belmont Police Department and Belmont Health Department have partnered with the communities of Lexington, Newton, Waltham, Watertown and Weston along with Metro-Boston Project Outreach. This partnership includes each community hosting Recovery and Resource Nights with the goal of providing access to local treatment providers and support agencies to persons suffering from addiction. Resource Nights also provide access to services for families and friends of those battling addiction.
- In FY20, the Belmont Police continued their regional partnership with eight police departments inside the greater Boston area. The eight departments make up a Regional Incident Stress Management Team (CISM). The purpose of this program is to help officers prepare for and respond to critical incidents with a focus on their wellness and resiliency. Members of the CISM Team also serve as regional peer support officers to assist participating communities in responding to major critical events and to those officers who have been affected by these incidents.

Regional Partnerships

CABHART (Cambridge, Arlington, Belmont High Risk Assessment Team). Working closely with the Middlesex District Attorney's Office, the Team seeks to identify victims of domestic violence who have a high probability of being victimized again. The Team then works with the courts and other agencies to protect the victim and render additional services.

Crisis Intervention Team Established through the National Alliance on Mental Illness. The goal is centered on helping communities develop best practice response to individuals with mental illness and to help police departments strengthen community partnerships.

Riverside Community Care The Community Services Lieutenant meets monthly with representatives from regional law enforcement and social service departments to provide the best care for our citizens that are in need of specialized services.

NEMLEC The BPD continues to rest heavily on its membership within the Northeastern Massachusetts Law Enforcement Council or NEMLEC. The regional assets that are provided through NEMLEC include; School Threat Assessment & Response (STARS), additional K-9, SWAT, Regional Response Teams, Incident Management Teams, and Motor Unit.

Drug Task Force The Belmont Police continue to assign a detective to the Suburban Drug Task Force of which we are one of eight communities working together to keep our communities safer.

Social Media In an effort to enhance its community engagement and communication with the community, the Belmont Police Department continues to successfully enhance the use of social media as an additional tool for communications with citizens. We recently upgraded our department website to a format that is more user friendly and allows us to provide more information to residents. Our Facebook page continues to enhance our communication with various communities. In FY20,



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one of our “fraud” warning posts reached nearly 1.5 million persons. We currently have 7,665 (+736 FY19) people following us on Twitter. Social Media continues to be an important tool for police departments around the country in terms of staying connected to the constituents that they serve. Considering the limited resources that the Department can provide to the use of Social Media, both Facebook and Twitter accounts have proven successful.

The BPD continues to have a strong Auxiliary component to assist the Patrol Division. The BPD Community Services Divisions reports that Belmont Police Auxiliary donated a total of 1,200 volunteer hours in 2019.

The Communications Division continues to utilize a Grant from the State 911 Department of Massachusetts. This Grant allows the Operations Manager to offset salaries, overtime, fund the costs of per diem dispatchers and the replacement of selected communication equipment. The Communications Division has fully implemented State mandated emergency medical dispatch protocols, including extensive quality control on all requests for emergency medical services.

ADMINISTRATION DIVISION

Purpose and Overview: The Administration Division is responsible for supporting the daily operations of the Department. This Division processes and coordinates all functions within the Department and consists of a wide range of tasks necessary for the successful operation of the Department. The Administration Division investigates civilian complaints of officer misconduct and staff investigations. The Administration Division also functions as the Public Information Office and conducts various audits to ensure budgetary integrity.

Description of Performance Measures: The Belmont Police Department is in the process of moving toward the goal of meeting accreditation standards. Policy & Procedures must be continually updated to account for changes in the law and to ensure best police practices.

1. Goal
 - a. To work towards developing and implementing sound policies and procedures towards meeting accreditation standards.
2. Program Performance Measure

Administration Program:	FY 19 Actual	FY20 Budget	FY20 Estimate	FY21 Budget
Number of “Policy & Procedures Issued”	9	10	10	10

PATROL DIVISION

Purpose and Overview: The Uniform Patrol Division is the Department’s primary and most visible staff resource. The Patrol Division is responsible for the suppression and prevention of crime, apprehension of criminal offenders, recovery of stolen property, maintaining the peace, enforcing traffic rules and town by-laws. The Patrol Division is divided into Day Patrol, Night Patrol, and Traffic Enforcement. The Day and Night Patrols are assigned throughout the town to increase visibility, enforce



the laws and foster positive relationships with our citizens. The Patrol Division responds to calls for service including, but not limited to, domestic violence, robbery, identity theft and mental illness evaluations.

Description of Performance Measures: Maintaining OUI prosecutions at 20 per year provides directly for the safety of this community by removing intoxicated drivers from the road. Further, since vehicle stops are required in order to find intoxicated drivers, the community's safety is enhanced by the increased number of vehicle stops for traffic violations, since even those motorists who prove not to be intoxicated will be cited or warned for the violation of the traffic law which allowed the officer to make the car stop to begin with.

1. Goal
 - a. For FY21, maintain prosecutions for operating under the influence (OUI) at the projected Rate for FY 20.
2. Program Outcomes

Patrol Program:	FY19 Actual	FY20 Budget	FY20 Estimated	FY21 Budget
Number of Responses to Domestic Violence Calls	129	100	115	115
Number of OUI Arrest	7	25	20	20
Arrests	43	75	75	75
Motor Vehicle Theft	14	10	15	15

TRAFFIC DIVISION

Purpose and Overview: The Traffic Division is responsible for overseeing and managing any traffic or parking matters that may arise and need to be resolved within the community. Officers assigned to this division are responsible for the investigation of car crashes especially those that involve serious bodily injury or death. The Parking Control Officers and School Crossing Guards fall under this division and are managed by the Officer in Charge of Traffic

Description of Performance Measures: This function is performed to best manage traffic and parking issues or concerns that impact our residents, the motoring public and the community.



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1. Goal

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

2. Program Outcomes

Traffic Programs:	FY19 Actual	FY20 Budget	FY20 Estimated	FY21 Budget
Motor Vehicle Stops	3,307	4,000	3,900	4,000
Motor Vehicle Crashes Reported	505	525	530	540
Parking Violations Issued	16,014	15,500	15,000	15,000

RECORDS DIVISION

Purpose and Overview: The Records Division is responsible for the management and maintenance of all traffic related reports, police incident reports, arrest information, parking tickets, parking permits, citations and any court related documents or records to be used by the public. Records Division, for FY20, estimates for requests for service to the Traffic Division is 1,000 and the projected estimate for FY21 for requests for service to the Traffic Division is 1,000.

Description of Performance Measures: This function is to provide the information requested.

1. Goal

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

2. Program Outcome

- a. For FY19, the total public information requests were 966, for FY20 the estimate for public information requests is 1,000, for FY21 the projected estimate for public information requests is 1,000.

Records Program:	FY19 Actual	FY 20 Budget	FY20 Estimated	FY 21 Budget
Number of public information requests	966	1,200	1,000	1,000



DETECTIVE DIVISION

Purpose and Overview: The Detective Division acts as the investigative arm of the Department. Detectives investigate all serious crimes committed in the town, including rape, robbery, aggravated assault, burglary and larceny. Three detectives at the rank of Patrol Officer are assigned to this division. Detectives are also responsible for the processing of crime scenes and the handling of evidence. The Detective Lieutenant's duties, in addition to managing the division, include the issuing of gun permits and the vetting of town liquor licenses. One Detective Sergeant functions as the Department Prosecutor for all criminal cases at Juvenile, District and Superior Court and a second Detective Sergeant is assigned to manage our domestic violence, sexual assault and juvenile criminal cases.

Description of Performance Measures: The end result would be more cases closed.

1. Goal
 - a. To close more cases / investigations.
2. Program Outcome
 - a. For FY19 there were 808 cases investigated. Of those 808 cases 556 were classified as inactive, 182 were closed and 70 remain active cases. In FY19 164 gun permits were issued through the Detective Division.

Detective Program:	FY19 Actual	FY20 Budget	FY20 Estimated	FY21 Budget
Number of Firearm Licenses Processed	164	150	160	160
Number of Cases Investigated	808	1,100	850	800

COMMUNITY SERVICES DIVISION

Purpose and Overview: The Community Services Division solicits community participation by identifying problems and working towards solutions through partnership and community engagement. The Community Services Lieutenant is responsible for managing all department training including the processing of new student officers and functions as the liaison to the Department's Auxiliary Police Officers, the School Resource Officer (SRO) and the DARE Officer are assigned to Community Services.

Description of Performance Measures: This function is performed so that we can keep our personnel trained and up-to-date with any changes that have occurred. The training will be accomplished in the following ways: Annual In-Service Training, Firearms Training, Other relevant and specialized training along with the use of the DHQ System for more Roll Call Training.



- 1. Goal
 - a. To increase and improve the training that is relative to the officer at the street level, while not increasing costs.
- 2. Program Outcome
 - a. For FY19 Department personnel attended 4,261 hours of training, the estimated hours of training that will be attended by department personnel for FY20 is 6,000 and the projected number of hours of training for department personnel for FY21 is 6,500.

Community Services Program:	FY19 Actual	FY20 Budget	FY20 Estimated	FY21 Budget
Number of Officer Training Hours	4,261	6,000	5,000	6,500
Number of Students Attended DARE Training	390	350	350	350

SAFETY JOINT COMMUNICATIONS DIVISION

Purpose and Overview: The Joint Public Safety Communications Division is responsible for the handling of all the communication needs of both the Fire and Police Departments, emergency and non-emergency phone lines. This division is responsible for coordinating the response of the Emergency Medical System, through the use of telephones, cell phones, and radio and computer systems. Within this division, the alarm monitoring and billing systems 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.

Description of Performance Measures: Mandated Emergency Medical Dispatch is the most extensive undertaking the State 9-1-1 Department has undertaken since the inception of enhanced 9-1-1 in the mid 1990's. The Communications Division has fully implemented State mandated emergency medical dispatch protocols, including extensive quality control on all requests for emergency medical services.

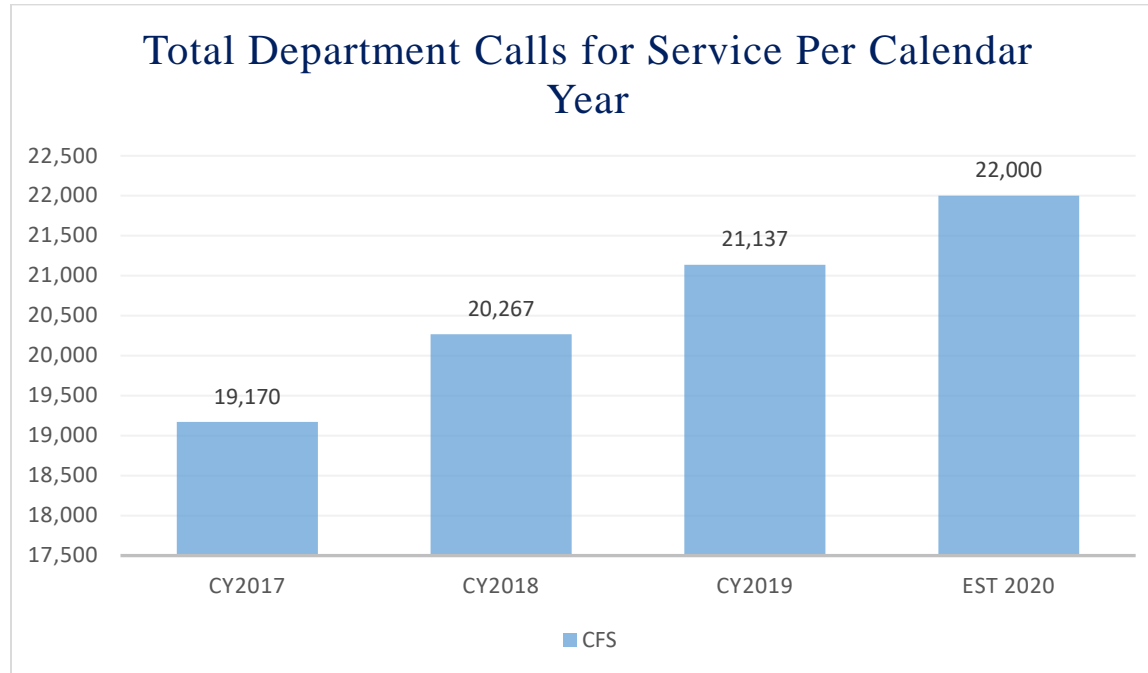
- 1. Goal
 - a. Main goal for FY21 is to continue the review and quality control of all emergency medical dispatch calls.
- 2. Program Outcome
 - a. The case by case evaluation of each EMD call (979) helps to ensure the accuracy of triage and shortens response times leading to improved patient care.

Joint Communications Program:	FY19 Actual	FY20 Budget	FY20 Estimated	FY21 Budget



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Number of Calls for Service	19,669	22,000	21,000	21,000
Number of Incoming Telephone Calls	62,742	65,000	65,000	65,000
Number of EMD Calls	996	1,200	1,200	1,200
Number of EMD Evaluated	462	480	480	480
Number of 9-1-1 Calls	2,416	3,000	2,900	2,900





INNOVATION:

The Police Department continues striving to enhance our Community Policing Initiative Program, which as noted previously 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, other town departments and department personnel.

In FY20 the Department continues to use DDACTS to deploy our resources in an efficient manner. DDACTS, Data Driven Approach to Crime and Traffic Safety will allow us to direct resources into those areas of our community where traffic, crime and quality of life issues require our attention. DDACTS requires the organization and timely distribution of crime and incident data to patrol divisions. The success of DDACTS driven operations relies heavily on the Department’s ability to build on, and develop new partnerships with Belmont residents and businesses.

The Department has sustained its commitment and participation in a number of collaborative efforts with other area law enforcement partners throughout the area. We have continued our efforts and participation with NEMLEC (North East Massachusetts Law Enforcement Council) presently there are 61 member cities and towns, along with two sheriff’s departments, which provide resources, equipment and technology to member agencies.

The Department remains an active participant as one of eight communities involved with the Suburban Drug Task Force, working collaboratively to investigate and prosecute drug dealing and other related crimes.

We have also partnered with the Cambridge and Arlington Police Departments along with 24 public and private agencies working collaboratively to offer resources and services to victims and families of “High Risk” Domestic Violence situations. In July 2019, Belmont Police officers apprehended an individual who had attempted to murder his wife by stabbing in Belmont. Officers pursued the suspect who had fled the scene and successfully apprehended in the neighboring city of Cambridge. Subsequently, the Department was awarded the 9/11 Award by Middlesex District Attorney Marian Ryan for the outstanding work that was demonstrated during this incident.

The Community and Department continue to receive a large benefit in the resource and the service that is provided by our Auxiliary Police Unit, currently the group has provided 1,200 collective hours to the community, which translates into a substantial cost savings to the Town.

CHALLENGES:

In addition to the Chief’s retirement, Captain Peter Hoerr also retired in FY20. These vacancies will need to be filled as soon as possible to ensure that the department does not fall behind in administrative tasks and duties.

The budgeted number of 49, while welcoming, is still down significantly from the twenty year high of 56 sworn officers. Staffing needs to be considered when we take into account the developments in Cushing Square, the Uplands, Waverley Square and potentially, an additional development at Mclean Hospital. There is a proven



correlation between residential occupancy and calls for police services (CFS). A three year look at calls for service at the Belmont Royal (Uplands) reveals the following: 2017 – 19 CFS, 2018-70 CFS, 2019-116 CFS. It is worth noting that the Patrol Sector encompassing the Upland development, 386, currently receives a greater amount of calls for service than the remaining two sectors. The 386 sector will also include any potential development at McLean Hospital. The completion of the above mentioned development(s) may require the department to re-examine the deployment of patrol resources in the Town.

Recruiting and hiring officers at the Belmont Police Department has become a serious concern for the department. Our hiring process is administered via Massachusetts Civil Service laws. Civil Service requires that all new officers hired by the BPD must validate that they have been residents of Belmont for at least one year prior to the exam date. This poses a number of problems for the BPD including attracting candidates with diverse backgrounds and attracting viable candidates. We anticipate that we will have at least three vacancies in FY21 and there are currently less than 7, seven, candidates for Belmont on the Civil Service list. Other communities in similar situations to Belmont, have removed their departments from Civil Service for the same reasons. Lexington was the most recent community to leave Civil Service for the reasons mentioned above. Our goal to create a department that is diverse, representative and responsive to the community needs and that best serves the residents of Belmont simply cannot be met working within the confines of Civil Service.

The issue of mental health has never been more widespread, especially given the changes in health care providers and the extent of the services they offer. The Belmont Police recognize the importance and attention that needs to be directed toward safely handling these types of calls. We continue to train our officers in Crisis Intervention and have partnered with a number of agencies to ensure that our citizens who are in crisis are provided with the necessary support to help them along the road to recovery.



EDUCATION

BELMONT PUBLIC SCHOOLS:

FY20 Budget	FY21 Budget	\$ Change	% Change
\$ 60,649,451	\$ 62,506,441	\$ 1,856,990	3.1%

Town and School Officials as well as Elected Officials, again worked very closely in the budget process to develop a balanced budget recommendation for FY21. Based on available revenues, the Belmont Public Schools total submitted budget for FY21 is \$62,506,441 which is an increase of \$1,856,990, or 3.1%.

For more detailed information on the Belmont Public Schools budget please visit their website at www.belmont.k12.ma.us or call the School Administration Office at (617) 993-5400.

MINUTEMAN ASSESSMENT:

FY20 Budget	FY21 Budget	\$ Change	% Change
\$ 984,887	\$ 1,355,007	\$ 370,120	37.6%

The Town of Belmont is a member of the Minuteman Vocational School District. Each year Minuteman provides an estimate of the assessment to each member community to fund its annual budget. The estimated FY21 assessment is \$1,355,007 which is an increase of \$370,120 from the FY20 assessment of \$795,654. This FY21 assessment is based on approximately 34 Belmont students attending Minuteman using the revised Regional Agreement.

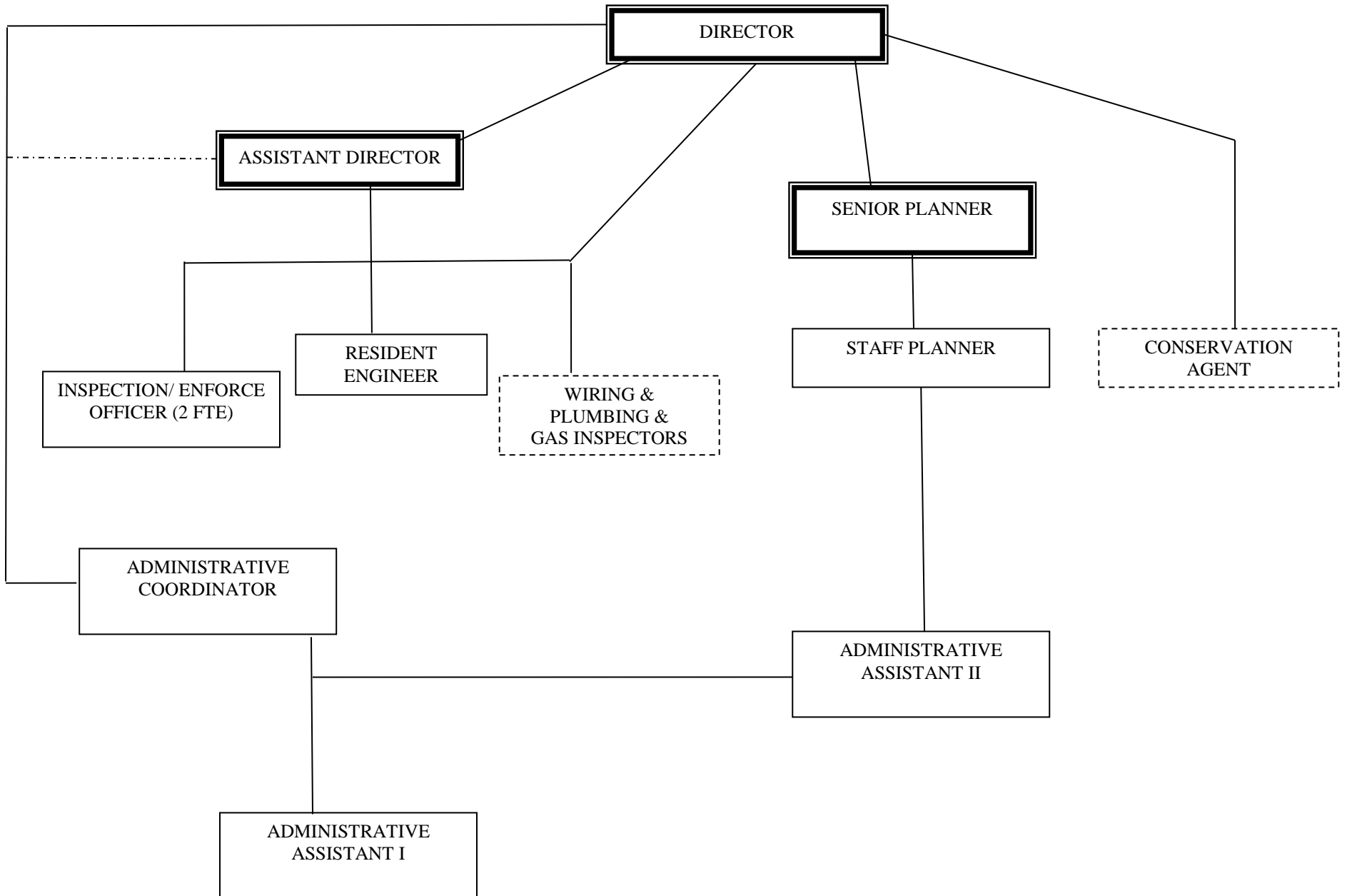
ABOUT MINUTEMAN:

Minuteman High School is located in Lexington Massachusetts on a 65-acre campus just west of Route 128/I-95 at the intersection of Massachusetts Avenue and Marrett Road (Route 2A). They are a four-year public high school serving a sixteen-town school district plus many cities and towns in Eastern Massachusetts. The school is accredited by the New England Association of Schools and Colleges, and all of its programs operate under MGL Chapter 74 and the auspices of the Massachusetts Department of Elementary and Secondary Education. Academic classes and career major classes are delivered on a weekly rotating system (one week academic, one week career major).

In addition to a high school diploma, graduating seniors are eligible for industry credentials. In some career majors, hours may be applied toward licensing and apprenticeship program requirements. Programs allow qualified students to: test out of a course, gain college credit while at Minuteman, or take a course through independent study or online.

For more on Minuteman one may visit www.minuteman.org or call the school at (781) 861-6500.

Office of Community Development



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Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20		DEPT. REQ.	FY21	TA REC	FY21
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	SAL		FY2021	SAL	FY2021	SAL
Community Development Administration													
Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0	1.00	\$ 157,573		1.00	\$ 159,120	1.0	\$ 159,120
Community Development Asst. Director	1.0	1.0	1.0	1.0	1.0	1.0	1.00	\$ 111,585		1.00	\$ 112,701	1.0	\$ 112,701
Administrative Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.00	\$ 72,281		1.00	\$ 72,281	1.0	\$ 72,281
Total	3.0	3.0	3.0	3.0	3.0	3.0	3.00	\$ 341,439		3.00	344,101.75	3.0	\$ 344,102
Building Inspection													
Administrative Assistant I	1.0	1.0	1.0	1.0	1.0	1.0	1.00	\$ 41,414		0.75	\$ 41,414	1.0	\$ 41,414
Inspection and Enforcement	1.0	1.0	1.0	1.0	1.0	1.0	1.00	\$ 84,275		1.00	\$ 85,851	1.0	\$ 85,851
Inspection and Enforcement	1.0	1.0	1.0	1.0	1.0	1.0	1.00	\$ 77,843		1.00	\$ 78,164	1.0	\$ 78,164
Total	3.0	3.0	3.0	3.0	3.0	3.0	3.00	203,532.2		2.75	205,429.05	3.0	205,429.0
Engineering Services													
Resident Engineer	1.0	1.0	1.0	1.0	1.0	1.0	1.00	\$ 83,885		1.00	\$ 86,955	1.0	\$ 86,955
Conservation Commission Agent	0.34	0.34	0.34	0.34	0.34	0.34	0.34	\$ 25,500		0.38	\$ 25,500	0.34	\$ 25,500
Total	1.3	1.3	1.3	1.3	1.3	1.3	1.34	109,385.1		1.38	112,455.17	1.3	112,455.2
Planning													
Senior Planner	1.0	1.0	1.0	1.0	1.0	1.0	1.00	\$ 101,445		1.00	\$ 102,460	1.0	\$ 102,460
Staff Planner	1.0	1.0	1.0	1.0	1.0	1.0	1.00	\$ 80,728		1.00	\$ 80,728	1.0	\$ 81,535
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	1.00	\$ 52,623		1.00	\$ 54,786	1.0	\$ 54,786
Total	3.0	3.0	3.0	3.0	3.0	3.0	3.00	234,796.5		3.00	237,974.14	3.0	238,781.4
							10.34			10.13			
Vacant or changes to position													



COMMUNITY DEVELOPMENT

OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$896,654	\$909,020	\$12,366	1.38%	10.13
Total Expenses	\$194,260	\$200,790	\$6,530	3.36%	
Grand Total	\$1,090,914	\$1,109,810	\$18,896	1.73%	

Submitted by: Glenn Clancy

Summary of 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, committees/boards, developers, and others concerned about the Town's physical development.
- 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 issue plumbing and gas permits.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

FY 20 Accomplishments:

- *Pavement Management Program* – Work was performed with FY20 funding on the following roads:

Roads

<u>Street</u>	<u>From</u>	<u>To</u>
WILLISTON RD	TRAPELO RD	HORNE RD
ALMA AVE	BARTLETT AVE	BELMONT ST
RIDGE RD	BELMONT ST	WHITE ST
JUNIPER RD	SOMERSET ST	FLETCHER RD
HARRIET AVE	BARTLETT AVE	BELMONT ST
CREELEY RD	SLADE ST	HAMMOND RD
INDIAN HILL RD	OLD MIDDLESEX RD	BENTON RD
ESSEX RD	BENTON RD	OLD MIDDLESEX RD
PREBLE GARDENS RD	OLD MIDDLESEX RD	OAKLEY RD
OLD MIDDLESEX RD	OAKLEY RD	BENTON RD
BENTON RD	PAYSON RD	OAKLEY RD
TOWNSEND RD	PAYSON RD (N)	PAYSON RD (S)

Sidewalks

<u>Street</u>	<u>From</u>	<u>To</u>
WILLISTON RD	TRAPELO RD	HORNE RD
ALMA AVE	BARTLETT AVE	BELMONT ST
HARRIET AVE	BARTLETT AVE	BELMONT ST



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- *Traffic Calming Policy* – Working with the Transportation Advisory Committee developed a policy for approval by the Select Board. This policy will be used to evaluate roads for possible traffic mitigation strategies.
- *Cushing Village Development* - Continued reviewing the development of The Bradford (formerly Cushing Village) including working with the Planning Board on approving exterior building materials and streetscape improvements around the development site.
- *Community Path Project Committee (CPPC)* - Worked with and provided support to the CPPC and consultant team on the design of the path. Ongoing meetings with the MBTA and Mass DOT to satisfy design requirements and meet state and federal funding guidelines.
- *School Street/Goden Street Neighborhood* – Worked with a traffic consultant to develop traffic speeding and volume mitigation in the neighborhood. Attended several meetings with residents and the consultant to develop ideas and foster consensus.
- *Hittinger Street/Trowbridge Street Neighborhood* – Hired a contractor and oversaw construction of a new shared path along Clay Pit Pond on Underwood Street, new concrete sidewalks and curbing on Baker Street and Trowbridge Street.
- *Goden Street/Concord Avenue Traffic Signals* - Worked with the Middle and High School Building Committee to hire a traffic consultant and review design plans for a new signalized intersection at this location.
- *Concord Avenue Bike Lanes and Bus Stops* – Worked with a traffic planning consultant and the MBTA to consolidate bus stops along the Concord Avenue corridor. Also worked to reconfigure the bicycle lanes to make travel safer.
- *New Skating Rink* – Worked with the Town Administrator, Select Board, and School Committee to develop a Request for Proposal to be used to evaluate the potential for a public/private partnership for the construction of a new skating rink.
- *Park Avenue Mass Works Grant Application* - Worked with the Town Administrator and the Belmont Hill School to develop conceptual plans for traffic improvements on Park Avenue and at the Park Avenue/Prospect Street/Marsh Street rotary. Unfortunately, the application did not receive support and the project was not funded.
- *Wellington School Safe Routes to School Project* – Worked with Mass DOT and a design consultant on final plans for traffic signal upgrades at School Street and Common Street and for sidewalk upgrades near the Wellington Elementary School. This is a state/federal funded project. Construction is expected in 2021.



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- *Trapelo Road Culvert* – Worked with the Department of Public Works and the City of Waltham to continue the design process for a new culvert to replace the 100 year old field stone culvert that is failing under Trapelo Road at Beaver Brook. Construction is expected in summer of 2020.
- *Complete Streets* - Worked with the Town Administrator and a consultant to develop a prioritized project list for the Mass DOT Complete Streets program. The prioritization list will be used to apply for state funding to pay for construction upgrades aimed at improving pedestrian safety and mobility. The first funding request application will be submitted in spring of 2020.
- *Pavement Management Program – Bartlett Avenue* – Thanks to a policy change by the Select Board for the use of pavement management funds, sidewalk construction is now possible on a limited basis. Program funds were used to install new concrete sidewalks and curbing on Bartlett Avenue reestablishing vegetated shoulders and improving pedestrian safety.
- *The Bradford (Cushing Village Development)* – Continued to meet regularly with the developer, contractor to address and respond to resident business owner concerns about the project.
- *Municipal Vulnerability Preparedness (MVP) Project* – Worked with the Assistant Town Administrator and several Town department along with a consultant to develop an MVP plan that will allow the Town to apply for state grant funding aimed at improving and protecting elements from severe weather events.
- *EPA Order on Consent* – Continued working with a consultant to investigate, evaluate, and mitigate sources of illicit discharges to the storm water system. The Town is under order to eliminate illicit discharges by May 2022.
- *Municipal Separate Storm Sewer System DEP* – Worked with DPW to provide required information for this annual stormwater permit issued by the Massachusetts Department of Environmental Protection.
- *Private Ways* – Working with the Town Administrator and Town Counsel, met several times with a number of residents representing multiple private ways with abutters seeking to have their roads accepted as public way by Town Meeting. Provided documents, records, and insight to assist with their effort.
- *Police Station Renovation Project* – Worked with the building committee and a traffic consultant to redesign the driveway access to the police station site. Also developed a proposal to reconfigure the westbound approach of Pleasant Street at Concord Avenue to better accommodate traffic flow through the intersection.
- *The Commons – 50 Common Street* – Developed design plans to address sewer back-ups at one of the buildings at this development. Had several meetings with the designer, the owner of the property, and the MWRA to finalize a design. Construction is expected to be done in summer 2020.
- *Belmont Center Handicap Parking Plan* – Worked with a concerned resident to modify accessible parking in the Center in order to better comply with state and federal guidelines.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

- *Transfer Station (former Incinerator Site)* - Continued to work with an environmental consultant and DEP to finalize environment analysis in order to design a cap for closing the site. Also worked to finalize plans and documents for the demolition of the former incinerator building. Pending final approval by DEP the bundling is expected to be demolished summer 2020.
- *Crate Escape Licensing* – Worked with the Town Clerk and the Animal Control Officer to establish acceptable numbers for daycare and overnight boarding of dogs for this grandfather kennel use.
- *McLean Hospital Development* – Worked with the Town Administrator, Select Board, Planning Board, Hospital representatives, and developers to consider traffic, zoning, and housing impacts from potential development proposals at Zone 3 and Zone 4 of the site.
- *Trapelo Road/Belmont Street Pedestrian Signage Improvements* – Worked with DPW to install “Yield to Pedestrians on Turns” signage at intersection locations where conflicts had been reported.
- *Marijuana* – Working with the Town Administrator, helped develop the process for submittal and approval of marijuana dispensaries, including Community Host Agreement requirements.
- *The Royale Belmont (Belmont Uplands)* – Issued the final Certificate of Occupancy for this 5 building, 298 unit housing development. Worked with Town Counsel and the developer to review and approve project requirements to allow the release of escrow funds.
- *MBTA Belmont Center* – Working with the Town Administrator and the MBTA, reviewed, evaluated, and presented alternatives to address a change in the type of bus that will service Belmont on the bus line that currently terminates in Belmont Center. New busses have been purchased that are taller than the previous buses and therefore cannot get under the bridge in the center prompting the need for a new terminus location.
- *Acorn Park Drive Bus Stop* – Worked with the MBTA to add a new bus stop on Acorn Park Drive at the Royale Belmont. Since the development opened residents have complained about the lack of pedestrian amenities available to get to and from the Alewife T Station. Due to private property restrictions sidewalks cannot be constructed. T bus service is a good alternative for residents.
- *Lexington Street/Sycamore Street Intersection* – Working with the Transportation Advisory Committee and a traffic consultant continued the design effort to install traffic signals at this location. Final plans and specifications are expected in spring of 2020 and pending available funding construction could begin in fall of 2020.
- *McLean Barn* – Along with the McLean Barn Temporary Project Committee (comprised of members from the HDC and Land Management Committee (LMC)) and an architectural consultant, finalized work to stabilize the building.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

- *Board and Committee Support* – Continued to provide support to several boards and committees including Select Board, Planning Board, Zoning Board of Appeals, Conservation Commission, Historic District Commission, Transportation Advisory Committee, Business Study Committee, Belmont Housing Trust, Community Path Project Committee.
- *Dockless Bike Share Monitoring and Regional Collaboration* – Continued managing the Lime Bike program, responding to residents concerns/complaints, and providing ridership data to Town boards and committees. Unfortunately, it appears Lime Bike will no longer be an option for Belmont. We are working with MAPC to determine if another alternative is available. If so, we will gauge interest in the community to determine if participation is desired.

DEPARTMENT BUDGET:

The chart below represents our best estimate of the FY21 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.

	Salaries	Benefits*	Misc Contracts	Other	Total	% of Total
Administrative	\$153,012	\$1,424	\$2,763	\$19,114	\$176,312	15.9%
Engineering*	\$242,561	\$4,966	\$2,022	\$23,117	\$272,666	24.6%
Inspection	\$254,675	\$1,710	\$3,465	\$30,736	\$290,587	26.2%
Planning	\$246,191	\$150	\$481	\$28,423	\$275,245	24.8%
Part-time Inspection**	\$95,000	-	-	-	\$95,000	8.6%
Total	\$991,439	\$8,250	\$8,731	\$101,390	\$1,109,810	100.0%
*1 position is part-time with no benefits						
**Plumbing and Gas and Wiring Inspectors shared with Watertown						



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

STAFFING AND STRUCTURE:

The Office of Community Development was created in 1994 as the result of a consolidation of the Building and Engineering Departments. 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.

Today, 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 includes the Assistant Director and 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 and Wiring Inspector are shared positions with the Town of Watertown. Both positions are not included in the FTE count as the salaries are funded as an "Other Expense" in the Inspection Services division budget.

The Planning Division handles land use, economic development, zoning and planning issues for the Town. The Division provides professional "in-house" planning services, project related services including review and discussions of preliminary and final development plans; staff to permanent and temporary committees including the Planning Board; and public services through direct interaction with residents, developers, property owners and other interested parties.

The FTE for both the Building and Engineering Departments totaled eight prior to the consolidation in 1994. The Office of Community Development maintained 9.97 FTE thru FY17. Due to increased demands on the Planning Division and the Inspectional Services Division FTEs for the FY18 budget increased to 10.13 FTE. The FY19 maintains 10.13 FTE.

On the page that follows is a chart showing how time is broken out amongst departmental staff:



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

Office of Community Development FY 21 - FTE		
	Total	% of Total
Director	1.00	9.9%
Assist. Director	1.00	9.9%
Administrative Assistant	1.00	9.9%
Resident Engineer	1.00	9.9%
Conservation Commission	0.38	3.8%
Inspector/Enforcement Officer	2.00	19.7%
PT Admin.	0.75	7.4%
Senior Planner	1.00	9.9%
Staff Planner	1.00	9.9%
Administrative Assistant	1.00	9.9%
Total	10.13	100.0%

GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND PERFORMANCE MEASURES:

Administration:

1. Goal:

- To administer and monitor request for proposals, grants, contracts, budgets and reimbursements.
- To process pay requisitions.
- To coordinate all divisions within the Office of Community Development.
- Provide support to building, wiring and plumbing and gas inspectors.
- To be responsive to phone inquiries and transaction counter visits.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

2. Description:

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 is also responsible for all bookkeeping functions related to project budgets including payments to vendors.

Engineering Services:

1. Goal:

- To implement the Pavement Management Program for road reconstruction and maintenance.
- 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.
- To implement and enforce the Stormwater Management and Erosion Control Bylaw.
- To review and approve all requests for sanitary sewer and storm drain connections to the Town owned system.
- 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.
- To provide traffic engineering services, evaluating potential crosswalk locations, traffic control measures such as stop sign placement, improved pedestrian and bicycle accommodations, and to provide staff support to the Transportation Advisory Committee and the Conservation Commission.
- To maintain Rock Meadow and administer the Victory Gardens program.

2. Program Performance Measures:

OUTPUTS	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Pavement Construction Cost*	\$2,495,576	\$1,750,000	\$1,750,000	\$1,800,000
# of Miles of Road Reconstructed*	2.37	1.62	1.62	1.75
# of Miles of Sidewalk Repaired	0.43	1.1	1.1	0.63



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

# of Sewer and Drain Permits Issued	61	50	46	50
# of Stormwater Permits Issued	9	2	9	9
# of Miles of Roadway Cracksealed	9.54	9	9.0	9
# of Accessible Ramps Constructed	27	35	35	35
# of Notices of Intent processed	2	3	5	4
# of Requests for Determination processed	3	1	2	3
# of Community Gardens administered	140	140	140	140

* Includes \$524,417 for Common Street (.76 miles)

3. Description:

- 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 Select Board 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.

Inspection:

1. Goal:

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



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

2. Program Performance Measures:

OUTPUTS	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
# of building permits issued	1,001	1,020	1,114	1,000
# of building inspections performed	1,863	1,800	1,934	1,900
# of plumbing and gas permits issued	959	1,000	954	1,000
# of electrical permits issued	685	675	828	900
# of public buildings and spaces inspected (COI)	189	120	150	150
# of sign, tent and home occupation permits issued	125	75	100	100
# of news racks permitted	6	6	1	1
# of code enforcement citations (excluding residential snow)	104	70	100	100
# of code enforcement citations - residential snow	129	125	125	125

3. Description:

- 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.
- Building code, zoning by-law, and general by-law violations are reported and investigated 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.



Town of Belmont - Town Administration's Fiscal Year 2021 Budget Recommendation

- 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 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 and Wiring Inspectors are also part of this division. These Inspectors are responsible for interpreting and enforcing their respective codes. The Inspector also issues permits and conducts inspections. These positions are shared positions 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.

Planning Division:

1. Goals:

- To provide professional planning, land use, and zoning opinion and advice, and policy recommendations.
- To provide staff support to the Planning Board and Zoning Board of Appeals.
- To secure grant funds to address improvements to the Belmont quality of life including commercial center revitalization, open space acquisition and improvement, local housing issues, bike and walking trails.
- To work with the Planning Board on drafting zoning by-law amendments to address needs identified by the Board and the community.
- To develop effective tools to assist Boards and residents to understand the impact of proposed zoning amendments and proposed developments.
- To assist individual residents and business owners to navigate the zoning permitting process as quickly and efficiently as possible.
- To support the efforts of the Inspectional Services Division with regards to zoning enforcement.

2. Program Performance Measures:

OUTPUTS	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
# of Zoning Board of Appeals cases	37	50	50	50
# of Planning Board cases	23	15	25	25
# of zoning amendments brought to Town Meeting	4	4	2	2



3. Description of Function

The Planning Division supports various committees in addition to offering guidance on land use issues to the Select Board, 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 preparing the agenda and drafting the minutes, scheduling the room, and updating the Town's website and calendar. Additionally, staff provides project/plan review services to these Boards.

The Select Board commonly appoints temporary planning committees (i.e. the Community Path Advisory Committee). The Planning Division is responsible for supporting and coordinating the activities 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.

INNOVATION:

In June 2018 the office went live with online permitting. Plumbing and Gas, Electrical, Sheet Metal and certain types of Building Permits (roofing, siding, kitchens and bathrooms, etc) are available to the applicant using web-based software. The program was slow to develop as it took some time for applicants to become aware of the online option. Staff has done an excellent job publicizing the program and also working with applicants when they visit the office, teaching them how to register and use the online option. Over the last year we experienced a steady increase in online applications. We are evaluating ways to broaden the types of Building Permits that can be applied for online.

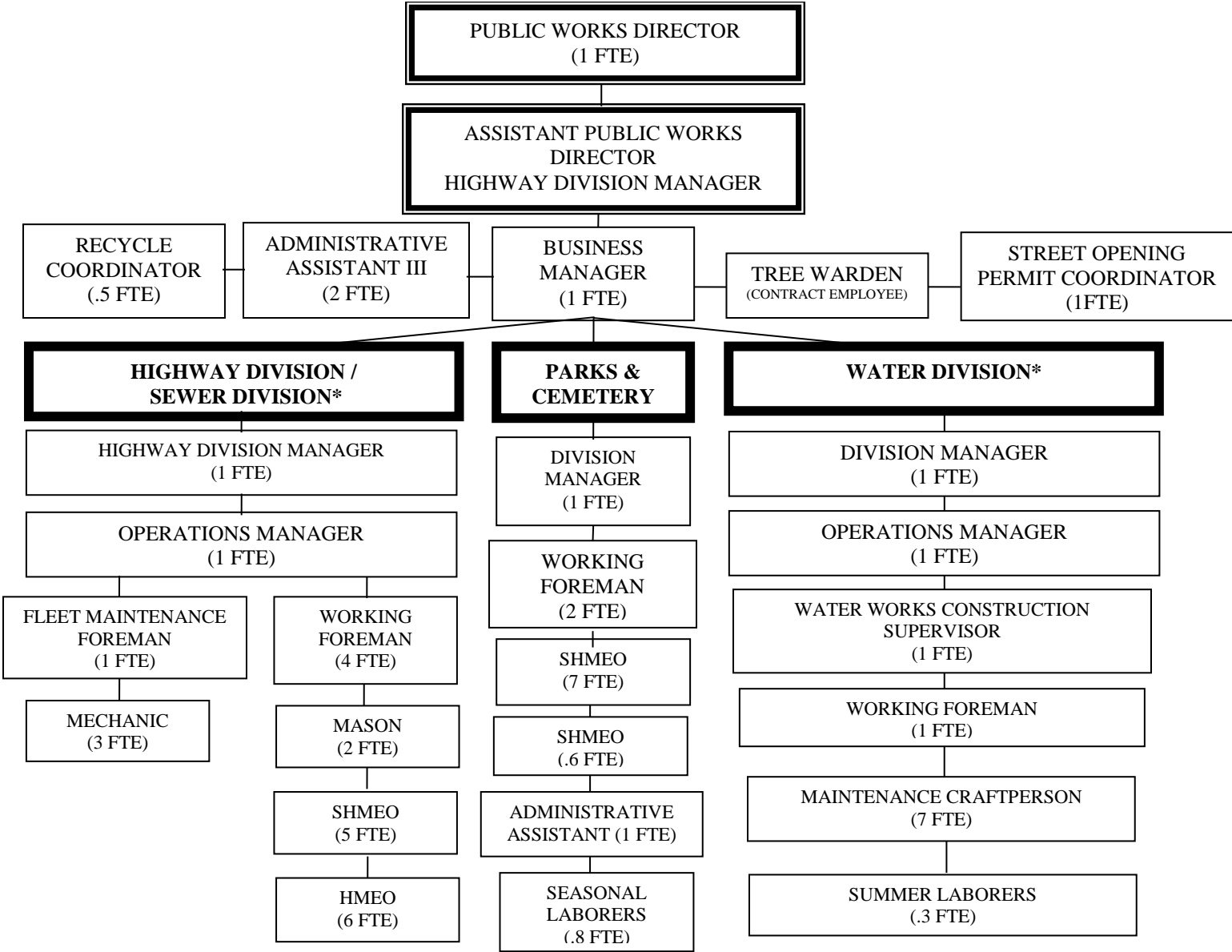
CHALLENGES:

Traffic volume is one of the most frequent complaints brought to the Office of Community Development and the Transportation Advisory Committee. Residents are looking for solutions to mitigate or even eliminate volume that will require funding for traffic studies, design for improvements and construction. The Transportation Advisory Committee has developed a Traffic Calming Policy that will be used to evaluate roads for excessive vehicular volume and speeding. The policy requires Belmont Police and the Town Engineer to perform certain tasks which are time consuming and time sensitive. As traffic issue continue to increase an addition staff person may be required to in order to focus on traffic matters.

The Town continues to work with EPA to clean up its stormwater system by eliminating illicit discharges from the sanitary sewer system. In 2017 an Order on Consent was executed between the Town and EPA. We continue to investigate the sewer and storm drain systems and mitigate deficiencies that are discovered. Per the Order, the Town must have clean stormwater by May 2022.

Staffing the Inspection/Enforcement position has been a challenge. I believe the good economy and diversified job responsibilities are the cause. I am considering creating a dedicated Code Enforcement position which will not require the formal certification that the Inspector position requires and therefore will hopefully allow us to attract a wider pool of applicants.

DEPARTMENT OF PUBLIC WORKS



* ENTERPRISE FUNDS

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	SAL	FY2021	SAL	FY2021	SAL
<u>Public Works Administration</u>												
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 146,788	1.0	\$ 148,256	1.0	\$ 149,739
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 85,606	1.0	\$ 86,034	1.0	\$ 86,894
Administrative Assistant IIII	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 56,188	1.0	\$ 54,438	1.0	\$ 54,438
Total	3.0	3.0	3.0	3.0	3.0	3.0	3.0	288,582	3.0	288,728	3.0	291,071
<u>Street Maintenance</u>												
Highway Division Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 127,148	1.0	\$ 128,419	1.0	\$ 129,703
Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 98,543	1.0	\$ 98,543	1.0	\$ 98,543
Working Foreman	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,052	1.0	\$ 75,567	1.0	\$ 75,567
Street & Trench Coord & Insp	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,956	1.0	\$ 76,084	1.0	\$ 76,845
SHMEO/Laborer - Higgins	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 50,363	1.0	\$ 52,130	1.0	\$ 52,130
SHMEO/Laborer - Uva	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 57,491	1.0	\$ 57,841	1.0	\$ 57,841
Total	6.0	6.0	6.0	6.0	6.0	6.0	6.0	\$ 481,553	6.0	\$ 488,584	6.0	\$ 490,629
<u>Central Fleet Maintenance HWY Facilities</u>												
Shop Foreman	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,803	1.0	\$ 89,803	1.0	\$ 89,803
Mechanic - Duguay	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 59,411	1.0	\$ 60,087	1.0	\$ 60,087
Mechanic - Kiernan	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 68,356	1.0	\$ 68,356	1.0	\$ 68,356
Mechanic - Roy	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 70,186	1.0	\$ 70,186	1.0	\$ 70,186
Total	4.0	4.0	4.0	4.0	4.0	4.0	4.0	\$ 287,755	4.0	\$ 288,432	4.0	\$ 288,432
<u>Forestry</u>												
SHMEO/Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 46,569	1.0	\$ 48,186	1.0	\$ 48,186
<u>Collection and Disposal</u>												
Recycling Coordinator	0.6	0.6	0.6	0.6	0.6	0.6	0.6	\$ 43,660	0.6	\$ 43,660	0.5	\$ 43,660
SHMEO Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 46,508	1.0	\$ 45,709	1.0	\$ 45,709
Total	1.6	1.6	1.6	1.6	1.6	1.6	1.6	90,168.1	1.6	89,369.1	1.5	89,369.1
<u>Cemetery</u>												
Manager	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 50,216	0.5	\$ 50,719	0.5	\$ 50,719

Department of Public Works

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	SAL	FY2021	SAL	FY2021	SAL
Administrative Assistant	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 19,308	1.0	\$ 51,487	1.0	\$ 51,487
Part Time On call - Bennett	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 7,146	0.2	\$ 10,721	0.2	\$ 10,721
Part Time On call - O'Neill	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 11,087	0.2	\$ 14,295	0.2	\$ 14,295
Part Time On call - Raymond	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 10,719	0.2	\$ 11,090	0.2	\$ 11,090
SHMEO/Laborer - Gavell	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 57,169	1.0	\$ 57,169	1.0	\$ 57,169
SHMEO/Laborer - Macallister	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 50,035	1.0	\$ 49,576	1.0	\$ 49,576
SHMEO/Laborer - Mosca	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 50,166	1.0	\$ 51,785	1.0	\$ 51,785
Working Forman	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,001	1.0	\$ 75,056	1.0	\$ 75,056
Total	5.7	5.7	5.7	5.7	5.7	5.7	5.6	330,848.0	6.1	371,898.3	6.1	371,898.3
Parks												
Manager	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 50,216	0.5	\$ 50,719	0.5	\$ 50,719
Working Foreman	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,551	1.0	\$ 76,036	1.0	\$ 76,036
SHMEO/Laborer - Kenrick	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 57,391	1.0	\$ 53,690	1.0	\$ 53,690
SHMEO/Laborer - Viglirolo	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 51,853	1.0	\$ 57,119	1.0	\$ 57,119
SHMEO/Laborer - Fitzgibbon	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 50,757	1.0	\$ 50,757	1.0	\$ 50,757
Seasonal Laborers	0.8	0.8	0.8	0.8	0.8	0.8	0.8	\$ 28,320	0.8	\$ 28,320	0.8	\$ 28,320
Total	5.3	5.3	5.3	5.3	5.3	5.3	5.3	312,088.5	5.3	316,640.2	5.3	316,640.2

Grand Total: 26.90

Vacant or changes to position

Cemetery Admin is going from a split w/Recreation (25/15) to full time Cemetery

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Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	DEPT. REQ.	FY21	TAREC	FY21
	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>
Sewer												
SHMEO/Laborer - Sheridan	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 57,119	1.0	\$ 58,257	1.0	\$ 58,257
SHMEO/Laborer - Rosa	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 55,155	1.0	\$ 58,207	1.0	\$ 58,207
Working Foreman - Gill	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 67,250	1.0	\$ 70,969	1.0	\$ 70,969
Working Foreman - Mosca	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,056	1.0	\$ 76,493	1.0	\$ 76,493
Mason - Villa	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 61,802	1.0	\$ 63,331	1.0	\$ 63,331
Mason - Gerardi	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 56,118	1.0	\$ 61,982	1.0	\$ 61,982
HMEO/Laborer - Searcy	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 48,623	1.0	\$ 49,553	1.0	\$ 49,553
HMEO/Laborer - Manuel	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 44,988	1.0	\$ 47,458	1.0	\$ 47,458
Total	8.0	8.0	8.0	8.0	8.0	8.0	8.0	\$ 466,111	8.0	\$ 486,251	8.0	\$ 486,251
Stormwater												
Working Foreman	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,706	1.0	\$ 76,493	1.0	\$ 76,493
HMEO/Laborer - Curro	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 46,600	1.0	\$ 49,139	1.0	\$ 49,139
HMEO/Laborer - Babcox	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 48,342	1.0	\$ 55,052	1.0	\$ 55,052
SHMEO/Laborer - Mosca	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 52,164	1.0	\$ 50,991	1.0	\$ 50,991
Total	4.0	4.0	4.0	4.0	4.0	4.0	4	221,811	4	231,675	4	231,675

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Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	DEPT. REQ.	FY21	TAREC	FY21
	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>
Water Administration												
Division Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 105,585	1.0	\$ 107,697	1.0	\$ 106,641
Administrative Assistant III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 49,384	1.0	\$ 65,354	1.0	\$ 65,354
Total	2.0	2.0	2.0	2.0	2.0	2.0	2.0	154,969.2	2.0	173,051.1	2.0	\$ 171,995
Water Maintenance												
Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 84,401	1.0	\$ 88,955	1.0	\$ 88,955
Waterworks Construction Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,903	1.0	\$ 91,598	1.0	\$ 91,598
Maintenance Craftsperson - Carmichael	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 57,491	1.0	\$ 55,762	1.0	\$ 55,762
Maintenance Craftsperson - Fedele	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 57,491	1.0	\$ 58,585	1.0	\$ 58,585
Maintenance Craftsperson - Herbert	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 57,169	1.0	\$ 58,257	1.0	\$ 58,257
Maintenance Craftsperson - Wilmott	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 57,891	1.0	\$ 58,985	1.0	\$ 58,985
Maintenance Craftsperson - Mathis	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 56,968	1.0	\$ 58,935	1.0	\$ 58,935
Maintenance Craftsperson - Glynn	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 52,267	1.0	\$ 51,362	1.0	\$ 51,362
Working Foreman	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,056	1.0	\$ 76,493	1.0	\$ 76,493
Maintenance Craftsperson	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 48,718	1.0	\$ 58,935	1.0	\$ 58,935
Seasonal Help	0.3	0.3	0.3	0.3	0.3	0.3	0.3	\$ 15,455	0.3	\$ 15,455	0.3	\$ 15,455
Total	10.3	10.3	10.3	10.3	10.3	10.3	10	652,810	10	673,321	10	\$ 673,321
									Grand Total:		12.3	



DEPARTMENT OF PUBLIC WORKS

OVERVIEW:

Budget Overview:

	FY20 Budget	FY21 Budget	\$ Change	% Change	FY21 FTE
Total Salaries	\$ 5,365,336.72	\$ 5,586,257.65	\$ 220,920.93	4.1%	51.2
Total Expenses	\$ 18,485,119.00	\$ 19,241,762.35	\$ 756,643.35	4.1%	
Total Outlay	\$ 79,880.00	\$ -	\$ (79,880.00)	-100.0%	
Grand Total	\$ 23,930,335.72	\$ 24,828,020.00	\$ 897,684.28	3.75%	

Submitted by: Jay Marcotte, MPA
Director, Department of Public Works

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

ADMINISTRATION

This program provides central administrative services for all fourteen major Public Works programs as detailed below. These services include policy, planning, administration, budget, capital equipment and projects, contracts, personnel, customer service as well as the allocation and coordination of resources.

HIGHWAY DIVISION

- o Street Maintenance: - The Highway Division repairs, patches, maintains, cleans, signs and paints crosswalks, center and parking lines on Belmont's 77.76 miles of public ways, 8.28 miles of private ways and 97.34 miles of sidewalks. All public and private roads are cleared and treated during snow and ice conditions. The Highway Division maintains a 24-7-365 emergency response capability for all Highway programs and other Departments that requires support and assistance.
- o The Highway Division is responsible for the cleaning, planting, mowing and maintenance of 52 separate deltas, islands and public spaces totaling about 53 acres.
- o 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 three 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 Select Board.
- o 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, one pumping station 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 funded as part of the sanitary sewer user fee.



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- *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, some Parks & Cemetery Division vehicles as well as the Health Department Animal Control Van.
- *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 program as necessary.
- *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) and supported is the of the Town's participation in a regional Household Hazardous waste program. Belmont participates in a regionalized effort to offer monthly events for Belmont residents to dispose of their household hazardous materials in a safe and economic manner.
- *Street Lighting:* - This is an administrative program to fund the electricity and maintenance of street lights.

PARKS AND CEMETERY DIVISION

- *Parks and Cemetery:* - Parks provides for the cleaning, mowing, maintenance, repair and improvement of the resources for school athletics and recreational enjoyment for 62 acres of athletic fields, parks, tennis courts, basketball courts and tot lots including the operation of the Skip Viglirolo Skating Rink and Underwood Pool.
- *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 providing 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 firefighting to the community. In addition, the Water Division is responsible for compliance with the USEPA Safe Drinking Water Act and Mass DEP regulations.
- *Water Distribution and Maintenance Services:* - The Water Distribution and Maintenance program performs all maintenance and repair functions for the Towns' 93 miles of water main pipes and 2,743 gate valves in the water distribution system, 818 fire hydrants and about 7,745 individual water service pipes on both a scheduled and emergency basis maintaining a 24-7-365 emergency response capability.

STAFFING:

The chart below is the staffing as allocated in the budget.

FTE – FY21 STAFFING	Full Time	Part Time	Total	% of Total
Administration	3	0	3	5.9%
Street Maintenance	6	0	6	11.7%



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Central Fleet Maintenance	4	0	4	7.8%
Forestry	1	0	1	2.0%
Solid Waste Collection & Disposal	1	0.5	1.5	2.9%
Cemetery Maintenance	5	1.1	6.1	11.9%
Parks & Facilities Maintenance	4.5	0.8	5.3	10.4%
Water Administration	2	0	2	3.9%
Water Distribution	10	0.3	10.3	20.1%
Sewer Maintenance	8	0	8	15.6%
Stormwater Maintenance	4	0	4	7.8%
Total	48.5	2.7	51.2	100.0%

FY20 ACCOMPLISHMENTS:

ADMINISTRATION

- Successfully completed the first year of the newly implemented automated trash and recycling system. The automated trash and recycling collection system positions the Town to be in the most efficient collection system to date, saving time, money and resources in future contracts.
- Coordinated, designed, administered and implemented the installation of the new SMART water meter system. This will allow The Town and our customers to be able to be better and more knowledgeable consumers.
- Coordinated the design, construction and oversight of the new Intergenerational walking path at the Grove Street Playground to be completed spring of 2020.
- Final completion of the PQ playground.
- Worked with the “Friends of the Town Field Playground” on completing their 3rd of three CPA applications for replacement of the existing play structures and perimeter fencing. This allowed for Waterfield Design Group to continue the needed work for final design and construction documents. Estimated start time for construction summer of 2020.
- Continued management and oversight of the collection of trash recyclables and yard waste.
- Supported and assisted the DPW/BPD Building Committee’s requests with labor, material, space or equipment was needed.
- Supported and assisted the Belmont Middle/High School Building requests with labor, material, space, or equipment was needed.



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- DPW representative to the Transportation Advisory Committee, Community Path Project Committee, Water Advisory Board, DPW/BPD Building Committee, High School/Middle School Transportation Committee, Cemetery Commission, Community Preservation Committee and a variety of Boards, Commissions and Committee's as required.
- Continued coordination with the Office of Community Development regarding their FY20 Pavement Management and the Water Divisions Water Main replacement program.
- Working with Community Development, continued support of the recent Stormwater Bylaw and the Residential Snow Removal Bylaw.
- On-going work with the MA DEP in regards to the regulatory process of capping the former ash landfill at the Incinerator Site.
- Continued to work with and provide staff support to the Board of Cemetery Commissioners and Water Advisory Board.
- Member of the Energy Committee.
- Continued management, procurement and specifications of the vehicle/equipment replacement program.
- Prepare, award and administer all contracts related to outside services and/or materials for most town departments.
- Worked with the Belmont Boosters Club, School Athletic Department and Belmont Youth Hockey Association in acquiring a new scoreboard at the skating rink.
- Represented the Town as a member of the Massachusetts Water Resources Authority Advisory Board and the Arlington-Belmont-Cambridge Stormwater Committee.
- Provided training for DPW supervisors, equipment mechanics, equipment operators for their respective activities as well as providing supervisors and staff specific training to improve ice and snow operations.
- Honored as a "Tree City USA" by the National Arbor Day Foundation for the 34th consecutive year.
- Working with Belmont Light Department to implement new monthly billing for the Water and Sewer Enterprise Funds.
- Updated the water and sewer financial plan.

HIGHWAY DIVISION:

- Supported the following Community Events – Belmont Center Town Day, Belmont Garden Club Planting and Community Events, Belmont Center "Turn on the Town" Holiday Celebration and 2 town-wide recycling events (Spring & Fall), and the pilot drop-off recycling events.
- Planted 116 public shade trees primarily on public ways.
- Worked with Community Development in repairing over 30,000 square feet of public sidewalks.
- Plan, procured, organized, directed and administered private contractors and for snow and ice operations.
- On-going work with our consultants to fine tune the town wide sidewalk management.
- On-going administrative duties as the representative with the Regional Household Hazardous Waste Program and community sanitation.

PARKS & CEMETERY DIVISION:

- Primary point of contact for all the Parks and Playground CPA projects. Recently this includes, tennis courts at PQ, Winn Brook and Grove Street Playgrounds. The PQ Park Renovations, the Grove Street Intergenerational Walking Path and the upcoming Town Field Playground Renovations.

WATER DIVISION:

- Continued the 25th year of a 30 year Water Main System Improvement Plan. For FY20, the work to be completed is an estimated 5,780 linear feet of new water main being installed on Cedar Road, Fairmont Street, Highland Road, Hillcrest Road, Lambert Road, Becket Road and Lodge Road.



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- Coordinated, designed, administered and implemented the installation of the new SMART water meter system. This will allow The Town and our customers to be able to be better and more knowledgeable consumers. Project to be completed by summer of 2020. Coordinated efforts with BML to implement monthly billing and is estimated to begin the spring of 2020.
- Continued annual water system Leak Detection Program, in which a total of 2 leaks were identified and repaired. These repairs help the water department reduce un-accounted for water loss. Our un-accounted for water loss for calendar year 2019 was 12% which is to be very good according to MWRA standards.
- Continued efforts in the state mandated annual water system “Cross Connection Control Program” with an internal program utilizing our DPW staff. Using Water Division staff to conduct all surveys as well as the semi-annual testing of backflow devices. This represents a continued budgeted savings of approximately \$15,000 annually.
- Continued annual Hydrant Flushing Program. This program involves 818 hydrants and insures all Town owned fire hydrants are in full functioning order. This also helps to minimize taste and odor complaints, dislodge biofilm, remove colored water and reduce turbidity.
- Continued weekly Water Quality Testing. (8 pre-approved sites.)
- Continued annual Lead and Copper Sampling is repetitively conducted at 17 Department of Environmental Protection approved sampling sites to assure compliance with water quality regulations.

STAFFING AND STRUCTURE:

The DPW budget is large, complex and includes many services and maintenance challenges that change seasonally, as well, as yearly. Today, because of funding limitations, the maintenance of the infrastructure is mainly reactive and changes from year to year based on the need for repair. The estimated average is 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, time spent and the financial impact 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.

DEPARTMENT BUDGET:

The chart below represents the actual budgeted expenses by category.

FY21 BUDGET BY PROGRAM	Salaries	Other	Total	% of Total Budget
Administration	\$293,684	\$14,170	\$307,854	4.3%
Street Maintenance	\$593,047	\$184,875	\$777,922	10.9%
Snow Removal	\$129,449	\$634,880	\$764,329	10.7%



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Central Fleet Maintenance	\$290,262	\$211,410	\$501,672	7.0%
Forestry	\$48,187	\$283,415	\$331,602	4.6%
Solid Waste Collection & Disposal	\$96,887	\$3,022,320	\$3,119,207	43.7%
Street Lighting	\$0	\$331,070	\$331,070	4.6%
Cemetery Maintenance	\$395,645	\$74,700	\$470,345	6.6%
Parks & Facilities Maintenance	\$386,393	\$146,900	\$533,293	7.5%
General Fund Subtotal	\$2,233,554	\$4,903,740	\$7,137,294	100%
Water Administration	\$282,844	\$1,196,449	\$1,479,293	8.6%
Water Distribution	\$1,450,672	\$4,872,341	\$6,323,013	34.2%
Sewer Maintenance	\$1,236,518	\$7,312,869	\$8,549,387	49.5%
Stormwater Maintenance	\$262,951	\$1,076,083	\$1,339,034	7.8%
Enterprise Fund Subtotal	\$3,232,984	\$14,457,742	\$17,690,727	100%
DEPARTMENT TOTAL	\$5,466,538	\$19,361,482	\$24,828,021	100%
Part time & seasonal employees are not eligible for benefits				



GOALS, PROGRAM PERFORMANCE MEASURES, DESCRIPTION OF FUNCTION:

ADMINISTRATION:

- 1. Goals
 - o Provide central administrative services for all Public Works functions to Town staff and the general public.

2. Program Performance Measures

Administration - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budgeted	Estimated	Projected
Street Opening Permits Issued (each)	400	400	400	555
Composters & Recycling Bins Sold (each)	32	30	30	30
Leaf Permits Issued (each)	27	30	30	30
Trees – Request for Service (each)	459	400	400	400

- 3. Description of Function
To provide central administrative services for all Public Works functions including the Highway, Parks and Cemetery and Water Divisions. This includes policy, planning, administration, budget, capital equipment and projects, contracts, personnel, coordinating customer service, allocating and coordinating resources.

STREET MAINTENANCE

- 1. Goals:
 - o Provide maintenance with snow and ice control to all public ways and minor maintenance to private ways.



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2. Program Performance Measures:

Street Maintenance (incl. Snow & Ice Control)	FY19	FY20	FY20	FY21
Performance Measures	Actual	Budgeted	Estimated	Projected
Public Way Maintained (miles)	77.76	77.76	77.76	77.76
Private Ways Maintained (miles)	2 times per year	2 times per year	2 times per year	2 times per year
Sidewalk Replaced (square feet)*	47,000	30,000	30,000	30,000
Snow Removed from Public & Private Ways & Town Owned Lots (inches)	46.5	50	50	50
Signs Installed / Replaced (each)	117	50	50	50
Roadway Center and Fog Lines Repainted (miles)	62	70	70	70
Crosswalks Repainted (each)	480	500	500	500
Handicap Parking Spaces Repainted (each)	32	35	35	35
Parking Spaces Repainted (each)	262	275	275	275
Asphalt for Patching Potholes (tons)	663	550	550	550

*The square footage for sidewalks replaced is higher due to additional funding from the Capital Budget.

3. Description of Function:

Provide repair, patching, general maintenance, cleaning, signing and painting crosswalks, center and parking lines on Belmont's 78 miles of public ways, 8 miles of private ways and 97.34 miles of paved sidewalks. All public and private roads and Town-owned parking lots are cleared and treated during snow and ice conditions.



SANITARY SEWER MAINTENANCE

- 1. Goals:
 - o Provide service for the collection, transportation and treatment of wastewater for public health in conformance with Federal and State law and regulation.
- 2. Program Performance Measures:

Sewer Maintenance - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budgeted	Estimated	Projected
Sanitary Sewer Pipeline Maintained (miles)	76	76	76	76
Restore Service to Main Sewer Pipeline (pipeline blockages) (each)	19	20	20	20
Restore Service to Buildings (pipeline blockages) (each)	242	250	250	250
Provide Preventative Maintenance to Buildings (each)	169	140	140	140

- 3. Description of Function
Provide for the regional disposal of wastewater and maintenance for 76 miles of sanitary sewer pipe, 2,365 manholes, and 6,700 service lines to buildings on both public and private ways and maintain three pumping stations.

STORM SEWER MAINTENANCE

- 1. Goals:
 - o Provide for the collection and transportation of stormwater in conformance with Federal and State law and regulation to minimize flooding for public safety and convenience.



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2. Program Performance Measures:

Stormwater Maintenance - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budgeted	Estimated	Projected
Storm Drain Pipeline Maintained (miles)	54	54	54	54

3. Description of Function

Provide the maintenance of 54 miles of storm sewer main lines, 1,147 manholes 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.

CENTRAL FLEET MAINTENANCE:

1. Goals:

- a. Provide maintenance and repair of about 166 vehicles and 350 small pieces of town-owned equipment.

2. Program Performance Measures:

Central Fleet Maintenance - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budgeted	Estimated	Projected
Pieces of Equipment maintained	551	540	540	540
Equipment Maintenance/Repairs Completed	2,064	2,000	2,000	2,000



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3. Description of Function:

Manage, schedule and provide the resources for vehicle maintenance and repair for all Town owned equipment. Included in this program is funding to provide the base facility for Highway Division operations.

FORESTRY SERVICE:

1. Goals

- a. Provide service to care for, remove, and replant about 10,000 public shade trees in the urban forest in conformance with State law for public safety and enjoyment.

2. Program Performance Measures

Forestry - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budgeted	Estimated	Projected
Trees Planted (each)	116	140	140	140

3. Description of Function

The DPW has a part-time Tree Warden and contracts with a tree service company to care for, remove, and replant public shade trees.

STREET MAINTENANCE (continued)

1. Goals

- o Provide resources to clean, plant, mow and maintain 53 acres of Town property.

2. Program Performance Measures

Grounds Maintenance - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budgeted	Estimated	Projected
Acres Maintained	53	53	53	53



3. Description of Function

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

SOLID WASTE COLLECTION & DISPOSAL

1. Goals

- o Providing a balance between controlling the costs of the collection of solid waste, recycling and yard waste for all residential property and Town facilities in conformance with Federal, State and Local regulations.

2. Program Performance Measures

Solid Waste Collection & Disposal - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Projected
Trash Collected (tons)	6,197	6,800	6,800	6,800
Special drop-off events (cardboard)	8	8	8	8

3. Description of Function

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

STREET LIGHTING

1. Goals

- o Provide funding for street lighting.

2. Program Performance Measures

Street Lighting - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budgeted	Estimated	Projected
Number of Streetlights	2,400	2,400	2,400	2,400



- 3. Description of function
Provide street lighting.

PARKS & FACILITIES

- 1. Goals
 - o 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, basketball courts and tot lots. Also included is the operation and maintenance of the Skip Viglirolo Skating Rink and the Underwood Pool.
- 2. Program Performance Measures

Parks & Facilities - Performance Measures	FY19 Actual	FY20 Budgeted	FY20 Estimated	FY21 Projected
Acres Maintained	62	62	62	62
Operate Skip Viglirolo Skating Rink (days)	129	140	140	140

- 3. Description of Function
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, basketball courts and tot lots including the operation of the Skip Viglirolo Skating Rink and Underwood Pool.

CEMETERY MAINTENANCE

- 1. Goals
 - o Provide internments as necessary and clean, mow, maintain, repair and improve two cemeteries totaling 24 acres.
- 2. Program Performance Measures:

Cemetery Maintenance - Performance Measures	FY19 Actual	FY20 Budgeted	FY20 Estimated	FY21 Projected
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Acres maintained	24	24	24	24
Interments	97	110	110	110

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. Provide staff support for the Board of Cemetery Commissioners.

WATER ADMINISTRATION

1. Goals

- Provide management for the administrative functions of water supply, distribution, maintenance, metering, billing and improvement for the water distribution system.
- Implementation of new Water Sewer Billing software.
- Consult with Weston & Sampson Engineers on design of the Water Main Capital Improvement Program.

2. Program Performance Measures

Water Administration - Performance Measures	FY19 Actual	FY20 Budgeted	FY20 Estimated	FY21 Projected
Water Main Replacement Program	4250 LF	5100 LF	5100LF	5000 LF
Lead & Copper Water Samples (each)	17	17	17	17
Completed DEP Reports (each)	4	4	4	4
Completed MWRA Reports	5	5	5	5

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 firefighting to the community. In addition, the Water Division is responsible for compliance with the USEPA Safe Drinking Water Act. Provide staff support for the Water Advisory Board.



WATER DISTRIBUTION AND MAINTENANCE SERVICES:

1. Goals

- Provide resources for water distribution system maintenance, metering, billing and improvement for the water distribution system.
- Initiate Isolation Water Valve Exercising Pilot Program.
- Employee Training. (Cross Connection Control and Survey , Licensed Water Operators)

2. Program Performance Measures

Water Distribution & Maintenance - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budgeted	Estimated	Projected
Maintain & Operate Water Distribution System	91	91	91	91
Repair Emergency Water Main Breaks (each)	21	12	12	12

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 firefighting to the community.

INNOVATION:

The proposed revision of Environmental Protection Agency (EPA) National Pollution Discharge Elimination System (NPDES) “MS-4” permits which is expected to significantly increase the regulation of municipal stormwater discharge into receiving waters. There is concern that these expanded regulations will challenge the Town's ability to fund required engineering investigations and the resulting structural improvements to the stormwater system. One option to fund these expenses would be a user based enterprise fund. The DPW has been researching the creation of a potential Stormwater Utility Enterprise fund.

The part-time position of Recycling Coordinator continues to provide innovative opportunities to inform educate and assist residents, groups and Town Departments to increase recycling efforts. It is expected that, over time, this will enhance the Town's environmental efforts and reduce the cost of trash disposal.



OPPORTUNITIES:

The modern times of our society are continually moving in the direction of making our lives easier. This holds true for the equipment and materials that we use to service the Town of Belmont. In an effort to accommodate these inevitable changes and improvements to services, sometimes require additional funding to improve both our reinvestment in the infrastructure as well as improving or changing maintenance and service.

There are still challenges for adequate funding for infrastructure, and that any additional funding for street and sidewalk maintenance would be of great benefit the Town. We are investing in the water and sewer systems through the Enterprise Funds but roads and sidewalks continue to be a challenge.

As we move forward with performance measurement budgeting, I look forward to working with the Town administration and committees to see how we can improve the way in which we evaluate and provide services given the limitations of available resources.

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, reduced frequency of street sweeping, reduced litter collection in business areas and public parking lots and reduced care of deltas 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 public safety, other routine services are frequently delayed. It is the nature of Public Works operations to be constantly adjusting to changing conditions both from weather as well as a service perspective.

LONG TERM CHALLENGES

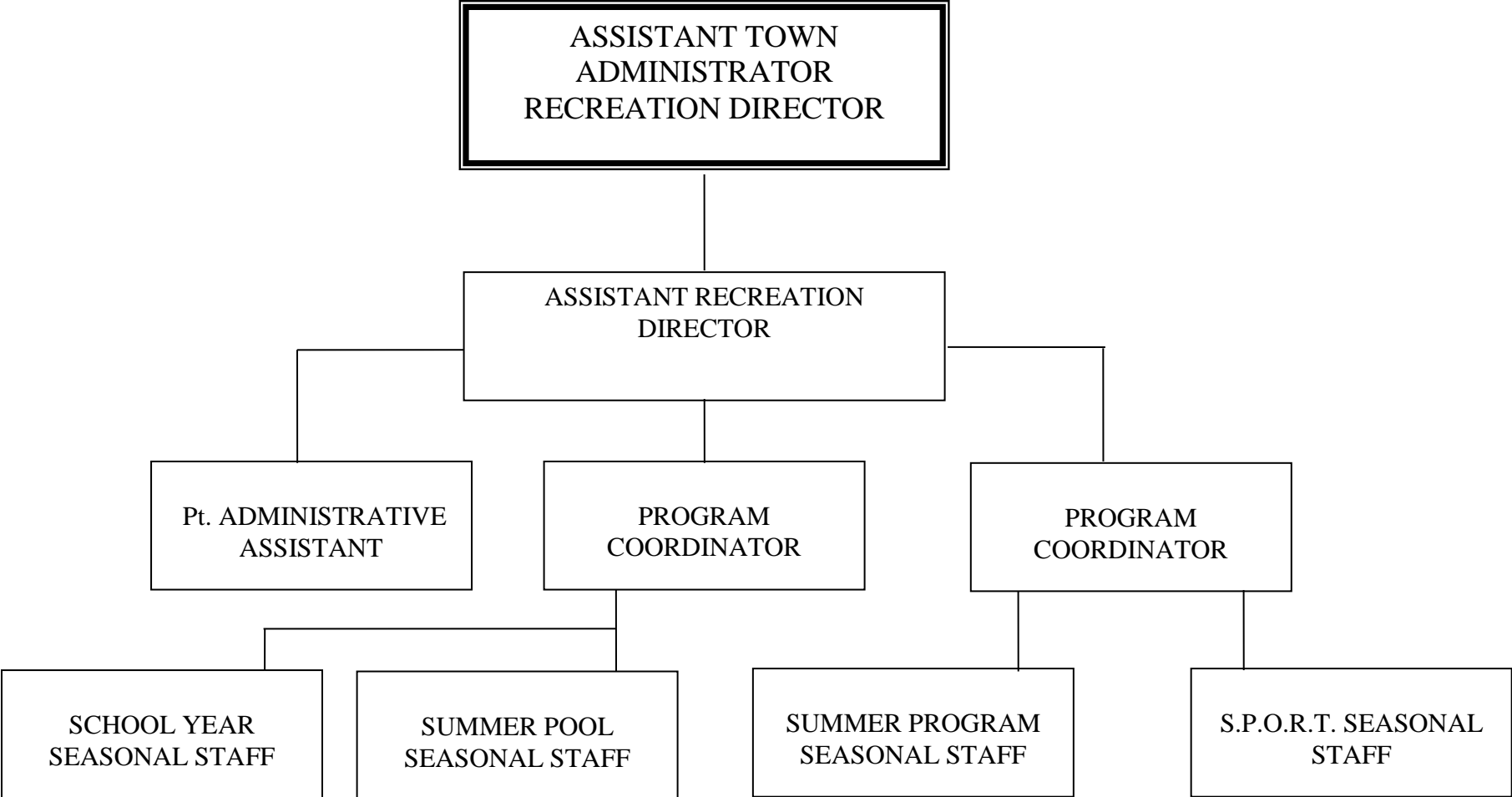
- *Roads and Sidewalks:* The ability to adequately and consistently fund the road and sidewalk maintenance and construction repair budgets have been aided by the most recent override. These assets are critical to maintain the quality of life in Town. In addition, the timely investment in this infrastructure will not only improve the functionality and appearance of the Town but will be more cost effective. While the Pavement Management Program is administered by the Community Development Department, DPW is responsible for maintenance.



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- *Former Incinerator Site:* The former Incinerator Site's ash landfill is under a DEP Consent Order to cap the landfill. The process of deciding on the post-closure use of this site as well as to fund both the construction for capping and post closure use of this site is underway. This is a key step in completing the conveyance of this property from the State to the Town.
- *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) water and sewer assessments and our reinvestment in the Towns water and sewer systems driven by both need and/or regulatory requirements. The MWRA assessments are about 41.7% of the water budget and 52.9% of the sewer budget. We continue to financially balance the operational, infrastructure and regulatory needs of these systems with reasonable rates for our customers.
- *New Public Works Facility:* A 2002 Facilities Audit determined that most of the major Public Works buildings and facilities are less expensive to replace than upgrade to current standards. 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. At that time 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. An August 2013 updated cost to build this facility is currently \$27.5M. Until this facility is built the town will be required to continue to spend maintenance and repair funds on deteriorating buildings that are energy and functionally inefficient. The Public Works facility was identified in the FTF Report as a project which is ready to move forward.

RECREATION DEPARTMENT



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Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>
<hr/>												
Assistant Town Administrator												
Assistant Recreation Director	1.0	1.0	1.0	1.0	1.0		-	-	1.0	84,446.00	1.0	85,290.46
Office Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 85,541	-	\$ -	-	\$ -
Program Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 66,747	1.0	\$ 66,747	1.0	\$ 67,414
Program Coordinator	-	-	-	-	-	-	-	\$ -	1.0	\$ 64,107	1.0	\$ 64,107
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 48,603	-	\$ -	-	\$ -
Administrative Assistant	0.6	0.6	0.6	0.6	0.6	0.6	0.6	\$ 30,481	0.45	\$ 22,500	0.5	\$ 22,500
Seasonal Employees / Fall Winter Program	2.7	2.7	2.7	2.7	2.7	2.7	2.6	\$ 73,000	2.7	\$ 73,000	2.7	\$ 73,000
Seasonal Employees / Skating Rink	1.2	1.2	1.2	1.2	1.2	1.2	1.2	\$ 40,460	1.2	\$ 42,500	1.2	\$ 42,500
Seasonal Employees / Special Needs Program	0.6	0.6	0.6	0.6	0.6	0.6	0.4	\$ 17,500	0.4	\$ 17,500	0.4	\$ 17,500
Seasonal Employees / Spring Programs	0.1	0.1	0.1	0.1	0.1	0.1	-	\$ -	-	\$ -	-	\$ -
Seasonal Employees / Summer Pool Programs	3.9	3.9	3.9	3.9	3.9	3.9	3.9	\$ 192,000	3.9	\$ 192,000	3.9	\$ 192,000
Seasonal Employees / Summer Sports Programs	3.6	3.6	3.6	3.6	3.6	3.6	3.6	\$ 110,200	3.6	\$ 110,000	3.6	\$ 110,000
Total	16.6	16.6	16.6	16.6	16.6	15.6	15.3	\$ 664,532	15.3	\$ 672,800	15.3	\$ 674,312

Vacant or changes to position



RECREATION DEPARTMENT

BUDGET OVERVIEW:

	FY20 Budget	FY21 Budget	\$ Change	% Change	FY21 FTE
Total Salaries	\$ 665,803.00	\$ 674,312.00	\$ 8,509.00	1.3%	15.3
Total Expenses	\$ 409,338.00	\$ 379,524.00	\$ (29,814.00)	-7.3%	
Grand Total	\$ 1,075,141.00	\$ 1,053,836.00	\$ (21,305.00)	-2.0%	

Submitted by: Jon Marshall

Program Responsibilities:

The department offers quality year round activities and services for residents of all ages and abilities. Offerings include:

- Summer Programs
- School Year Programs
- Skip Viglirolo Rink
- Underwood Pool
- S.P.O.R.T. – Adaptive Programs

Staffing:

The Recreation Department operates with a shared director/assistant town administrator, 1 assistant director, 2 program coordinators, 1 permanent part-time admin assistant. The department is supported annually by approximately 115 seasonal employees and over 400 volunteers. In Fiscal Year 2020, the reporting structure of the Recreation Department changed shifting from a Division of Public Works. Even though the structure changed there is still continued communication and collaboration with the Parks Division of Public Works which remains critical for future success.

Function	Salaries	Non-Salary Expenses	Total	% of Total Budget
Admin	\$239,312	\$29,124	\$268,436	25.4%
Summer Programs	\$110,000	\$23,600	\$133,600	12.7%
School Year Programs	\$73,000	\$80,400	\$153,400	14.6%
Skip Viglirolo Rink	\$42,500	\$134,550	\$177,050	16.8%
Underwood Pool	\$192,000	\$91,950	\$283,950	27.0%



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S.P.O.R.T. Special Needs Programs	\$17,500	\$19,900	\$37,400	3.6%
Totals	\$674,312	\$379,524	\$1,053,836	100.0%

FY20 ACCOMPLISHMENTS:

The Recreation Department continues to make strides in achieving the goals outlined in the 2016 Recreation Strategic Plan including the hiring of an individual to fill the role of recreation director. New programs were created to address the growing demand for services. The department implemented a new cycle of programming focusing on fall/winter and spring/summer. The department planned several new classroom based programs that launched in the fall of 2019.

The department was able to identify and secure alternative spaces to sustain about three-quarters of the previous year offerings with the temporary loss of the High School fieldhouse and Higginbottom pool during construction. The department has partnered with Community Education to launch a new bi-annual brochure; the Belmont Bulletin. The program guide is a one stop location for information on programs offered by the Recreation Department and Community Education.

The department has increased the level of oversight with staff and contractors beginning with the summer of 2019. A part-time staff evaluation tool was created to better inform summer staff on their performance and growth. The department sent out a survey to all summer staff and it will be used as a tool to improve training and orientation. Participants were also surveyed and that information will be used to shape future programming.

DEPARTMENT BUDGET BY FUNCTION:

STAFFING & STRUCTURE:

The administrative staff coordinate all programs, events, and services offered by the department. They prepare marketing materials, accept registrations, recruit and train staff, and work with all contracted vendors throughout the year. They also permit town fields & courts.

The summer programs are coordinated by the program coordinators and seasonal program supervisors. Annual training takes place with staff prior to the start of program.

School year programs offer a wide variety of activities for residents of all ages throughout the fall, winter and spring months. These programs are developed by our program coordinator, seasonal staff assist with programs and volunteers provide support. The department also contracts with vendors to provide additional programs and services to residents.

The Vigliolo Skating Rink is supported by seasonal staff who resurface the ice, check in customers and oversee the facility. The Parks Division of Public Works provides ongoing maintenance and support to the operation.

The Underwood Pool has two seasonal supervisors that work with the lifeguards and swim instructors. Attendants greet patrons and welcome them to the facility. The Parks Division of Public Works provides ongoing maintenance and support to the operation.



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Special Programs Organized for Recreation Time -S.P.O.R.T., is overseen by one of the program coordinators. There are part-time staff to help run programs. The program relies heavily on volunteers to best support the offerings. S.P.O.R.T. receives financial support from the Town of Watertown and the Friends of Belmont S.P.O.R.T. annually.

DETAILED DESCRIPTIONS

SUMMER PROGRAMS:

Goals:

- To provide a safe & fun environment for children ages 4-14 in the summer.
- To provide a range of age appropriate recreational activities.

Program Outcomes:

Summer Programs	FY18 Actual	FY19 Actual	FY20 Estimated	FY21 Projected
Number of Programs	50	53	42	42
Number of Registrations	1482	1254	1350	1350
Number of Special Events	2	3	3	4

Description of Program:

For seven weeks during the summer, the department offers pre-school, kids, and sports programs. Pre-school and kids programs are offered to our younger participants with full or half-day program options. All of our programs offer children a safe and fun environment during the summer months. The sports programs provide the children all the expertise our coaches and instructors can provide without the costly expense associated with private camps.

The summer programs offer a rewarding employment experience for high school and college students. Many of our counselors continue with us throughout their college careers. Those who continue on in the education field often return each summer. Their experience in the workplace with children adds to the quality of our programs.

The department is fortunate to receive space at the schools. These programs are very well attended and several filled with a waiting list last summer.

SCHOOL YEAR PROGRAMS:

Goals:

- To provide residents of all ages recreational opportunities.

Program Outcome:

School Year Programs	FY18 Actual	FY19 Actual	FY20 Estimated	FY21 Projected



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Number of Programs	49	62	70	70
Number of Registrations	1337	1466	1350	1350
Number of Special Events	5	6	6	7
Number of Memberships Sold	432	408	N/A	N/A

Description of Program:

During the school year the department offers a multitude of activities for residents of all ages.

Children as young as five are able to try out to participate in our Dolphin Swim team. This program allows for 100 youth to practice under the supervision of a head coach three nights a week, and compete against local teams on the weekend. This year the program was able to find a temporary home at the Boston Sports Club.

Our Ski Nashoba program continues to be popular for youth in grades 5-12. We send coach buses to Nashoba Valley for six Saturday nights in the winter where participants can ski or snowboard for four hours each of those nights.

We held our annual Halloween dance which was well attended with over 200 participants. We offered several Parent Night Outs where kids enjoy a fun night while their parents get to have fun on their own. Our babysitting training continues to be a popular offering as well as our one night self-defense clinic we run for adults and older youth.

This year we added over 12 additional enrichment programs for youth. Access to the Beech Street Center has been extremely important in allowing us to offer new and exciting programs. We have expanded our offerings thanks to the support received from the Council on Aging.

Skip Vigliolo Rink Programs

Goal:

To provide children and adults with opportunities to learn to ice skate, or improve their figure skating skills and to provide valuable time for families and children to enjoy recreational public skating.

Program Outcome:

Skip Vigliolo Rink	FY18	FY19	FY20	FY21
	Actual	Actual	Estimated	Projected
Number of programs	11	11	11	11
Number of registrations	362	254	338	300
Rented hours to Youth Hockey Programs and Private Rentals	425	409	450	450
Hours used by Belmont High School	273	250	230	230



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Donated hours to schools/youth organizations	9	17	17	17
Hours used by Recreation Department for programs or public skating	635	532	550	550

Description of Program:

The Vigliolo Skating Rink is available for residents for public skating, stick and puck practice as well as reserved time for skating lessons for both children and adults. The rink is the home rink for the Belmont High School hockey teams and is regularly rented to the Belmont Youth Hockey Association for considerable time to conduct its games and practices. The rink is frequently rented to private groups for hockey practice or social events. Each elementary school in town use the rink for at least one hour per season to host a skating party for their students.

Although the rink is not a modern facility, it is maintained as well as can be by the staff of the Parks Division of Public Works. Considerable effort is put in each season to extend the life of the rink.

Underwood Pool:

Goals:

- To provide a safe and nurturing environment for children to develop a respect and love of the water.
- To provide residents a clean, safe recreational space to enjoy the summer months with friends and neighbors

Program Outcome:

Underwood Pool	FY18	FY19	FY20	FY21
	Actual	Actual	Estimated	Projected
Number of Programs	11	11	11	11
Number of Registrations	624	585	605	605
Number of Memberships Sold	1019	1052	1050	1050
Number of Special Events	7	7	7	7

Description of Program:

Continues to be the “Happiest Place in Belmont”, a true community gathering place. Swimmers of all ages, from toddlers to seniors enjoy the summer months locally. Residents are participating in lap swimming, free swim, and lessons. The slide and diving board continue to be big attractions.

Swimming lessons, both group and private, are offered for children ages 2 and up. A summer swim team practices at the Underwood Pool and competes against local clubs. The team is a good way for serious swimmers to stay in competitive shape and for new swimmers to develop the skills they need to be able to advance to competitive teams.



A series of family friendly movies are shown after dusk on the hill behind the Underwood Pool each summer. A perfect way to end a day at the pool.

S.P.O.R.T. – ADAPTIVE/SPECIAL NEEDS PROGRAMS:

Goals:

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.

Program Outcome:

	FY18	FY19	FY20	FY21
S.P.O.R.T. Special Needs Programs	Actual	Actual	Estimated	Projected
Number of Programs	41	37	38	38
Number of Registrations	774	760	655	660

Description of Program:

The Belmont Special Programs Organized for Recreation Time, better known as the “S.P.O.R.T.”, is a year-round program for individuals with developmental disabilities. Activities 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.

Overall, Special Olympics training and competition continue to be important to participants. Individual and team sports welcome athletes of all ability levels. Participants from this program attend Special Olympics events state wide.

Social events and other noncompetitive activities offer participants further opportunities for recreation and personal growth. Friday night social events include movies, outings to Boston, holiday mystery rides to view festive lighting displays, a variety of restaurants, plays, local sporting events and much more.

The success of the S.P.O.R.T. Program continues to be an attribute to a caring and supportive community. 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 and Watertown Recreation Department.



INNOVATION:

We launched the Belmont Bulletin in 2019 to showcase the fall/winter offerings of the Recreation Department and Community Education. The department is surveying program participants to get a better grasp on services currently provided.

OPPORTUNITIES:

The department is assessing all programs and offerings. It has had to scale back on offerings due to space limitations this year. This is a good opportunity for the Department to evaluate the programs and services the community needs. The Department has identified new program opportunities and as spaces become available the department will be able to scale up its offerings.

The rink has exceeded its useful life. A proposed public private partnership will enable a new rink to be built and managed.

The department is proposing establishing an enterprise fund. This two-step process would establish the fund in FY21 and then in FY22 the department would fund the operation. The department is working on cost recovery models to identify the volume of programs and fees necessary to be as self-sufficient as possible.

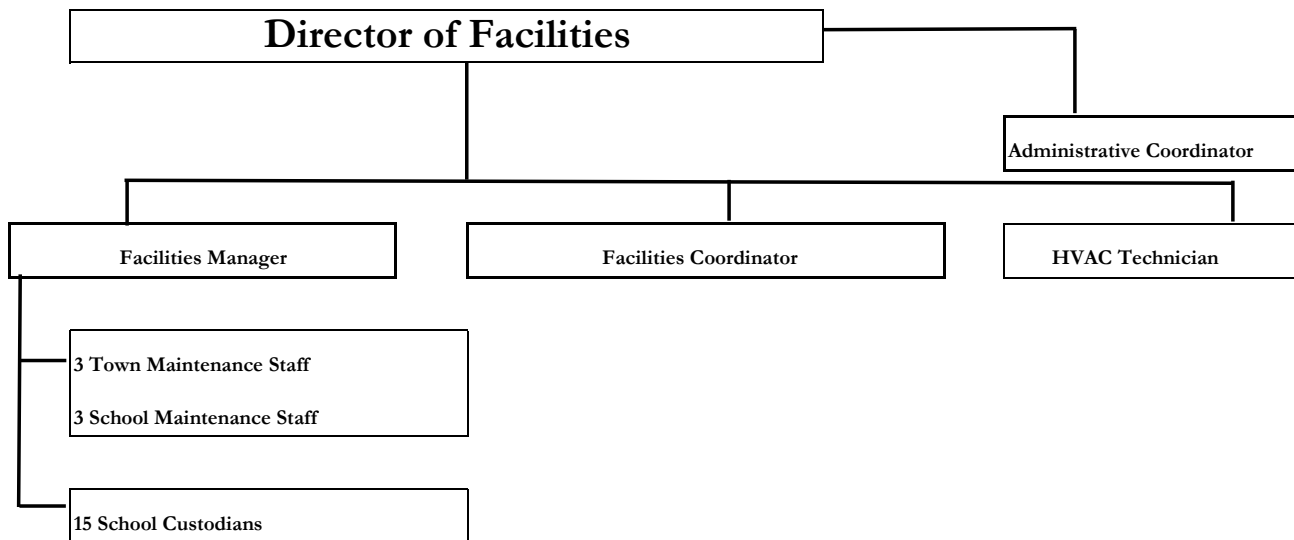
CHALLENGES:

The department is confronted with additional costs to rent space for programs. Cost recovery is going to be a challenge over the next few years and finding the right balance in charging fees will be important in order to sustain services. It will be important to gather feedback from participants, utilize best practices, and find creative ways to acquire new spaces.

The department will work with the Recreation Commission to continue its work on the 2016 strategic plan. It will be important to map out the direction of the department over the next several years. A dedicated space would solve many of the challenges the department faces. This would enable the department to build up its offerings to achieve the level of services the residents of Belmont seek.



Facilities Department



Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	SAL	FY2021	SAL	FY2021	SAL
Facility Department / Systemwide												
Director of Facilities	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 121,768	1.0	\$ 121,768	1.0	\$ 122,986
Supervisor of Contracts Management	1.0	1.0	1.0	1.0	1.0	1.0	-	\$ -	-	\$ -	-	\$ -
Facilities Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 93,600	1.0	\$ 93,600	1.0	\$ 94,536
HVAC Tech	-	-	-	-	1.0	1.0	1.0	\$ 67,740	1.0	\$ 67,740	1.0	\$ 67,740
Lead Custodian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 58,988	1.0	\$ 58,988	1.0	\$ 58,988
Building Specialist/Custodian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 46,894	1.0	\$ 46,894	1.0	\$ 46,894
Administrative Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 71,456	1.0	\$ 71,456	1.0	\$ 71,456
Facilities Coordinator	-	-	-	-	-	-	1.0	\$ 46,230	1.0	\$ 46,230	1.0	\$ 46,692
Vacant Administrative Assistant I	-	-	-	-	-	-	-	\$ -	-	\$ -	-	\$ -
Facilities Custodian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 50,082	1.0	\$ 50,082	1.0	\$ 50,082
Part-time Custodian	0.5	0.5	0.5	0.5	0.5	0.5	-	\$ -	-	\$ -	-	\$ -
Part-time Custodian	0.5	0.5	0.5	0.5	0.5	0.5	-	\$ -	-	\$ -	-	\$ -
Part-time Custodian	0.5	0.5	0.5	0.5	0.5	0.5	-	\$ -	-	\$ -	-	\$ -
Part-time Custodian	0.5	0.5	0.5	0.5	0.5	0.5	-	\$ -	-	\$ -	-	\$ -
Total	8.8	8.8	8.8	8.8	9.8	9.8	8.0	556,758.0	8.0	556,758.0	8.0	559,374.0

Vacant or changes to position

Admin Assistant I renamed: Facilities Coordinator



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OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$570,963	\$578,976	\$8,013	1.40%	8.0
Total Expenses	\$4,095,325	\$4,154,761	\$59,436	1.45%	
Total Overlay	\$25,000	-	(\$25,000)	-100.00%	
Grand Total	\$4,691,288	\$4,733,737	\$42,449	0.90%	

Submitted by: Steve Dorrance, Facilities Director

Program Responsibilities: The Facilities Director reports to the Public Facilities Board which consists of the Town Administrator and Superintendent of Schools. The Director oversees all aspects of the Facilities Department with concentrations on Capital Projects, resolution of major maintenance challenges and confounding HVAC issues. The Facilities Director is a voting member of the Belmont Middle and High School Building Committee, and an ex officio member of the Police/DPW Building Committee and the Library Building Committee. The Facilities Manager oversees all Town and School maintenance workers and custodians, and is responsible for routine repairs and maintenance. The Facilities Coordinator is responsible for coordinating outside contract vendors including Elevator and Fire Alarm preventive maintenance, plumbers, electricians and some technology vendors. The HVAC Technician oversees HVAC and boiler repairs, preventive maintenance, HVAC control issues, and upgrading building management systems.

The Facilities Department is responsible for virtually everything associated with the maintenance and operation of all public buildings, with the exception of current Light Department buildings. For clarity, the narrative and method of tracking has been divided into three categories; administration, building management, and capital projects. These categories help better define the functions of the Department.

ADMINISTRATION:

In order to safely operate the buildings and grounds proximate to them, the Facilities Department manages a number of things in the background. Facilities negotiates and manages major utility contracts, approximately 45% of our budget, and establishes energy guidelines. We also manage access control, lighting control, security cameras, facility rentals with associated staffing, postage, cell phone accounts, touch-to-talk accounts, elevator inspections and regulatory compliance (Department of Public Safety,



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Department of Public Health, EPA, OSHA). We are directly responsible for all bidding associated, contract services, and some system-wide supplies. Lastly, Facilities also validates and processes for payment approximately 3,200 invoices, annually, for goods and services.

Facilities is also responsible life cycle management of capital projects including need identification, requirements definition, bidding and the on-time, on-budget completion. As of this writing, Facilities has twenty four capital projects at various stages.

The following are included in the administrative staff headcount; the Director of Facilities, Facilities Manager, Facilities Coordinator and Department Administrator.

BUILDING MANAGEMENT:

Major subsystems in our buildings are very sophisticated and require specialized equipment for their operation and troubleshooting. Much of what Facilities does is manage components that are literally and figuratively behind the wall. Sometimes this means hidden above a ceiling, or in an inconvenient place making testing and validation difficult. We have components throughout Town that have been installed in places that are nearly impossible to reach. These factors and our desire to efficiently manage energy usage within the buildings necessitates state-of-the-art building management systems. Building automation systems have been installed, or upgraded, in a number of buildings. Two school upgrades just occurred totaling \$38,000. The Town Hall system is obsolete and no longer vendor supported. A new BMS would be cost approximately \$80,000 and is essential to balance the building.

Until recently, Facilities was typically performing reactive maintenance; when it broke, we fixed it. This model is commonly thought of as being eleven times more expensive than performing planned preventative maintenance. Fortunately, we have transitioned to active preventative maintenance programs on our mechanical systems.

Facilities will be actively involved with the final quality assurance reviews and final acceptance of the Police Department renovation and the soon-to-be completed DPW project. We were involved in the planning and design stages, played a secondary role during the construction phase, and will carefully test and validate systems before the building transfers to the Town for normal operation. Keeping these new spaces in as completed condition including waxed floors, cleaned showers and other custodial level services is not currently budgeted. Also, the preventative maintenance of the additional HVAC equipment is not included within the scope of our vendor agreement.

Our maintenance and management of the buildings is done by a combination of using Town resources and contracted services for; plumbing, elevator, janitorial, snow removal, quality sampling, building management software, etc. The dedicated maintenance with Town-wide responsibility consists of one HVAC technician, one electrician, and two staff with general maintenance skills. Additionally, there are fifteen full time custodians and four persons with building-level maintenance/custodial responsibility.

CAPITAL PROJECTS:

Capital Projects – There are two levels of capital projects in which we have a role, large construction/renovation projects managed by citizen building committees and capital projects approved by the Capital Budget Committee. Projects include everything associated the building including the building envelope; wall, windows, exterior cladding, and roof. We also closely monitor all the buildings for structural changes. All mechanical and life safety systems are also our responsibility.



REPRESENTATIVE FY20 ACCOMPLISHMENTS:

- Sought and received emergency bidding waiver to replace hundreds of defective sprinkler heads at Chenery
- Identified the source of a multiyear leak at Wellington which required the replacement of the gym floor
- Eliminated safety hazards at Wellington by managing the construction of a retaining wall and fencing.
- Managed the completion of building envelope repairs at the Fire Department Substation
- Removed all AC units from Town Hall roof, replace one defective unit, and repaired the slate and flat rubber roof
- Sought and received grant to stabilize and repair the three chimneys on Town Hall
- Successfully piloted alternative program to promote intra-school radio and safety communication while reducing long term capital investment
- Negotiated long term cost saving gas contract putting the unit price at .59 per therm
- We have 24 Capital Projects, many to start, and some in process, with original aggregate budgets to exceeding \$4,000,000. Each one requires detailed specifications and a detailed bidding package and oversight

DEPARTMENT BUDGET:

The projected FY21 operational categories of Personnel, Administration and General Services total \$725,660 or 15.64%. Utilities expenses and Energy Conservation Measures are projected to be \$1,883,588 or 40.59%. The projected budget for line items related to direct building maintenance total \$2,031,437 or 43.78%. Lastly, Machinery and Equipment formerly known as Major Building Repairs total \$0, equivalent to 0%.



CONSOLIDATED BUDGET – Phase II

FY21	Town	School	Systemwide	Total	% of Total
Personnel			\$ 577,578	\$ 577,578	12.2%
General Services	\$ 78,736	\$ 71,500		\$ 150,236	3.2%
Utilities	\$ 474,412	\$ 1,286,112		\$ 1,760,524	37.1%
Utilities Energy Conservation	\$ 30,000	\$ 183,500		\$ 213,500	4.5%
Bldg. Maint. Contracted Svcs.	\$ 392,591	\$ 1,044,308		\$ 1,436,899	30.4%
Bldg. Maint. Supplies & Equip.	\$ 90,000	\$ 505,000		\$ 595,000	12.6%
Machinery & Equipment				\$ -	0.0%
Total	\$ 1,065,739	\$ 3,090,420	\$ 577,578	\$ 4,733,737	100.0%

Program Performance Indicator

STAFFING AND STRUCTURE FOR TOWN/SCHOOL

The Administration, Building Maintenance, Custodial and Capital Projects personnel are noted below:

STAFFING ALLOCATION

Role	Headcount
Department Administrator	1
Director, Facilities	1
Facilities Manager	1
Outside Services Coordinator	1
Town-wide dedicated maintenance staff	
Electrician	1
HVAC Technician	1
General Maintenance	2
Town Building Maint/Custodians (2 Town Hall Complex, 1 COA)	3



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School Custodians	15
Total	26

Note: The Facilities Director spends an overwhelming percentage of time evaluating/recommending best path solutions for complex technical issues, hands-on project management, and oversight of various levels of department driven projects – operational activities. The Facilities Department lacks depth in project management and contracts/bidding.

GOALS, PROGRAM PERFORMANCE MEASURES, AND DESCRIPTION OF FUNCTION:

ADMINISTRATION

There is typical list of responsibilities associated with a Facilities Department, all of which we do. In addition, there are a number of allied functions performed by the department as indicated below. In addition, the Facilities Department is heavily engaged with the Belmont High School Building Committee and project, DPW/BPD Building Committee and project, and the Library Building Committee.

Description of Function:

- Competitive bid solicitation including specification and contract preparation which is extremely time consuming
- Contract compliance. We very closely monitor the terms and conditions of all service contracts to ensure performance and vendor compliance
- Accounting and Procurement. We order hundreds of items that are unique, and expensive professional services billed on a T&M basis which result in invoices that must be verified, processed and entered into the financial system; over 3,200 last year. There is a single point of contact for all ordering, services, pricing or payment
- The Department Administrator is responsible for all aspects of payroll, sick time and vacation time accrual and balances for Town department employees
- Facility Rentals and Events. Along with regular room set up for day and evening meetings, administrative staff interact with renters using the Beech Street Center, Homer Building Gallery of Art, and the Town Hall. HVAC, security, door controls each has to manually changed, twice, for each rental
- We also assists the Town Clerk with polling booth set ups for all elections, including the distribution and collection of voting machines, and parking management
- Utilities – Staff investigates alternatives for optimal pricing, reviews potential for fuel conversions, coordinates deliveries where appropriate, monitors usage, and processes invoices in a timely manner
- The Department is responsible for picking up and delivering interoffice mail and processing US mail to/from all buildings including the Retirement Board. Additionally, we hand deliver meeting information packets to the Select Board, School Committee, and Warrant Committee as needed
- Cellular phones and push to talk phone accounts are administered through Facilities, including reconciliation, payment and charge backs
- We are responsible for programming the Town security system and maintaining associated hardware. We create access cards and control related building access
- We are the central keeper of various departmental public records at 450 Concord Ave. and retrieve, purge and destroy records as required
- Compliance to local and State regulations for elevators, boilers, pressurized vessels, fire extinguishers and fire detection, alarm, and sprinkler systems is a core department function



BUILDING MANAGEMENT

The category of building management includes those core functions required to “manage” the building including; cleanliness, maintaining the environmental conditions, providing HVAC consistent with our energy model, ensuring the external environments proximate to the buildings are safe and free of trip/fall hazards, conducting timely routine maintenance and preventive maintenance, utilities management, emergency response, and maintaining the physical security of the buildings.

Work orders drive all of our routine maintenance activities, and other requests/issues associated with the operation of Town and School Buildings. Eventually, work orders should drive preventive maintenance as well. Work orders are completed by the use of third party vendors, our staff, or a working combination of both, especially in the case of HVAC issues. Work orders are one measure of our activity and quantified below.

Performance Measures

Internal Work Order Tickets - Town & School						
Facilities Total Tickets	Open	Closed	Await Info	Cancelled	% Closed	
2000	315	1780	0	20	89%	

Note: The table that previously quantified custodial coverage has been deleted as the data are not consolidated by Facilities; we are simply unaware of some activities.

CAPITAL PROJECTS

The requests for a capital funding will continue to increase as will the cost of the projects. For example, some years ago, two of four compressors in a Chenery rooftop unit failed and were never replaced. The other two carried the full load, and have now failed. A \$40,000 initial expense has turned into a \$100,000 capital project. Also, coincidentally at Chenery, four roof leaks were recently repaired, and the roof is 23 years old; it needs to be replaced. Finally, also at Chenery, the failure to replace actuators one at a time as they failed has led to approximately 10% not working at a replacement cost of \$1000 each. We have an estimate of \$225,000 to upgrade all the uninvent heaters. From the authors’ point of view, Chenery has reached the point it needs a major investment to minimize further decline.

The lack of heat control in the Town Hall is well known to all who regularly meet there. The building management system is obsolete, not working and no longer supported by the vendor. Absent a BMS, we will not be able to balance the building; another capital project estimated at \$80,000.

The Department initiates Capital Budget requests on an as needed basis, or as a scheduled component of a five-year capital plan. Some requests are a one-time basis such as the purchase of a truck or a roof replacement while others are multi-year requests for a phased project. The process in some cases involves retaining a technical consultant, developing plans and specifications, creating a bid package, managing the public procurement process, checking references, selecting the vendor, developing and negating the contract, and overseeing or hands-on project management.



FY20 Capital Projects include the following:

- Fire Alarm Panels at Winn Brook and Butler
- Boiler Replacements at Butler, Burbank and Winn Brook
- Public Address System Replacement at Winn Brook
- Fire Stations, Interior Finishing at Headquarters, Substation Envelope Repairs
- Roof Repairs, Some Immediate and a Roof Plan
- Floor Replace at Butler
- Security Cameras, Town-wide Upgrade
- Building Envelope Study at Butler
- Safety, OSHA Compliance and Preparedness Review
- Building Management System Upgrades various locations
- Chimney Repairs/Rebuilding at Town Hall
- Library, Gutter/Downspout Repairs and/or Replacement, Replacement AC Unit Rooftop Unit, Light Fixture Upgrade

MACHINERY & EQUIPMENT FORMERLY KNOWN AS MAJOR BUILDING REPAIRS

Description of Function:

Major Building Repairs – In the past, this account was funded to address unforeseen events requiring replacement or repairs needed to keep buildings functioning properly and safely. In each of the required repairs below, there was an associated public safety issue, a code related issue, or is related to maintain healthy working conditions – none was discretionary. It was determined to better identify and classify expenses the funding for this account would be disseminated to other line item expenses. For FY21 no balance remains in this account to cover extraordinary repairs or replacements. Examples of extraordinary expenses are include:

- Town Hall AC repair \$10,045
- Town Hall chimney inspection \$9,678
- Replacement of two heating pumps at the Fire station costing over \$7,000
- Replacement of two essential groundwater management pumps at Wellington over \$6,000



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- Emergency elevator repairs at Chenery over \$4,500
- Chenery emergency generator repairs \$3,200

It is our hope an account for major building repairs is reestablished and appropriately funded for extraordinary repairs typical of those mentioned above. Year to date we have classified over \$100,000 of repairs that appropriately fit this definition.

INNOVATION:

Before focusing on innovation, which will have a cost associated with it, Facilities must focus on providing essential services including the timely provisions of routine and preventative maintenance services, and ensuring our facilities are code compliant. Pending resources, the most important cost saving single measure would be ensuring that every building has a working building management system with an adequate number of points. A robust BMS will allow us to better control energy usage in the buildings, thereby reducing energy cost, and help us troubleshoot and identify faults/failures when they occur. This, too, will save cost because technician labor costs will be reduced.

Additionally, because of contractual differences, the Town and School Building Service departments are not fully integrated. Operationally, we have worked around the differences and created a solid unified working group. There are costs associated with the differences in the contracts which cannot likely be absorbed at the moment. From a human capital point of view, integrating the contracts in a positive way would be beneficial.

OPPORTUNITIES:

The consolidation of the Town and School maintenance departments will continue to provide the opportunities to explore potential savings through combined maintenance contract bidding, flexibility for assignment of maintenance staff, and streamlined mail distribution functions. The Facilities Director will also be able to develop a combined Capital Improvement Program to better identify and prioritize future capital needs.

CHALLENGES:

With over one million square feet of building space to maintain, and the current staffing levels, the Facilities Department is very busy. The challenges and opportunities are as follows:

Staffing

1. The Facilities Director is consumed by daily operational problem solving because there is not technical depth in the department. In order to free up time for strategic planning, policy development, high-level problem identification and development of a comprehensive preventive maintenance function, someone with hands-on capital project management experience, well-rounded technical problem solving skills and detailed knowledge of procurement regulations should be added. The Middle and High School building project is very time consuming and will be increasing as the construction cycle continues and we accept operation of a highly sophisticated building.



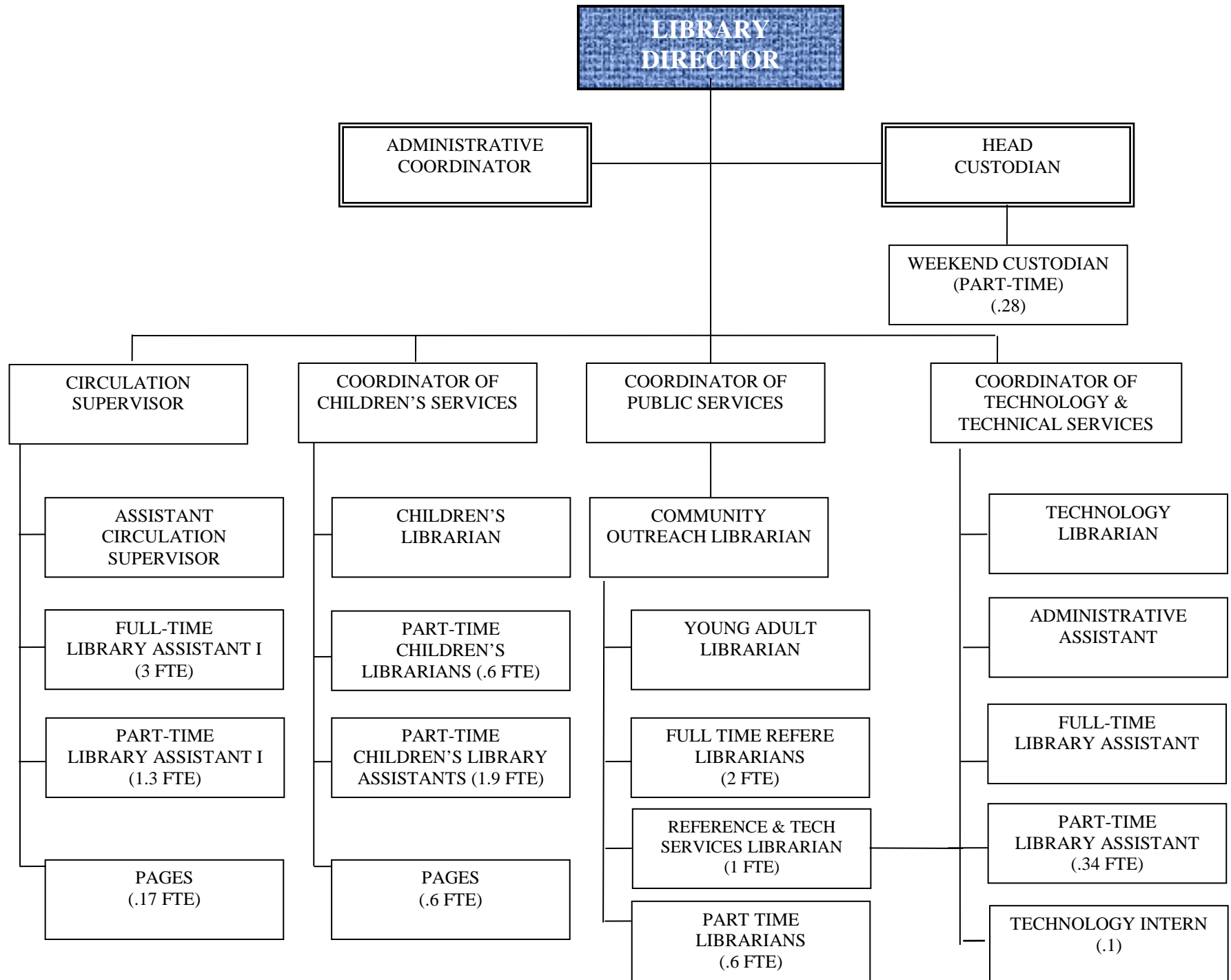
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2. All of our contract services expenses are out of our control; we simply must take the lowest bidder. The last time we bid contract cleaning, there was over a 1M swing in bids. Contract services costs will continue to escalate. Understanding the impact of legacy costs, some active consideration to hiring additional staff might be beneficial. In particular, adding another HVAC tech would, without question, reduce our contract services cost. Our custodial overtime is extraordinary with one custodian making over \$107,000, base and overtime. Adding additional custodians to support the opening of the high school will be essential. In the meantime, adding two "floating" custodians would reduce OT expense, and provide better coverage. After evaluation, adding other skilled trades including plumbers and electricians, are not cost justified at this point.

Funding

3. Because of a number of factors, including funding, maintenance has been deferred. The consequences of this are becoming very apparent, as was illustrated herein. A comprehensive facility assessment was done in 2014 by a third party consultant and improvements totaling \$24MM were identified. Facilities is in the process of doing a more comprehensive assessment which will likely produce real needs in the tens of millions. Little was done as a function of the 2014 study.
4. With a department that is so operationally underfunded, the cumulative effect of the even small, \$1000 expenses, adds up quickly and is problematic. Above, noted elsewhere, elevator repairs, pumps, and other essential repairs had to be made, all of them extraordinary and unbudgeted. The account for extraordinary expenses should, respectfully, be reestablished and funded.

BELMONT PUBLIC LIBRARY



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Personnel Detail

Position Classification	FTE FY2014	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FY20 SAL	FTE FY2021	DEPT. REQ. SAL	FTE FY2021	TA RECOMMENDED SAL
Library Administration												
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 106,641	1.0	\$ 107,707	1.0	\$ 108,784
Administrative Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 71,813	1.0	\$ 71,813	1.0	\$ 71,813
Subtotal	2.0	2.0	2.0	2.0	2.0	2.0	2.0	178,454.0	2.0	179,520.0	2.0	180,597.1
Library Public Services												
Children's Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 57,916	1.0	\$ 60,049	1.0	\$ 60,049
Circulation Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 55,312	1.0	\$ 55,313	1.0	\$ 55,313
Community Outreach Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 67,296	1.0	\$ 69,777	1.0	\$ 69,777
Coordinator of Child Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 70,798	1.0	\$ 73,409	1.0	\$ 73,409
Coordinator of Public Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 68,379	1.0	\$ 70,900	1.0	\$ 70,900
Library Assistant I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 40,228	1.0	\$ 40,228	1.0	\$ 40,228
Library Assistant I	0.7	0.7	0.7	0.7	0.7	0.7	1.0	\$ 35,736	1.0	\$ 37,019	1.0	\$ 37,019
Library Assistant I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 40,028	1.0	\$ 40,028	1.0	\$ 40,028
Assistant Circulation Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 47,551	1.0	\$ 47,551	1.0	\$ 47,551
Library Assistant II	0.7	0.7	0.7	0.7	0.7	0.7	0.7	\$ 30,063	0.7	\$ 31,435	0.7	\$ 31,435
Library Page	0.9	0.9	0.9	0.9	0.9	0.9	0.9	\$ 19,303	0.9	\$ 19,303	0.9	\$ 19,303
Part-timers	1.9	1.9	1.9	1.9	2.6	2.6	2.1	\$ 172,508	2.1	\$ 203,319	2.1	\$ 203,319
Reference/Technical Services Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 58,116	1.0	\$ 60,298	1.0	\$ 60,298
Reference Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 62,217	1.0	\$ 64,491	1.0	\$ 64,491
Reference Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 69,062	1.0	\$ 65,354	1.0	\$ 65,354
Technology Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 76,478	1.0	\$ 65,446	1.0	\$ 65,446
Young Adult Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 58,116	1.0	\$ 60,298	1.0	\$ 60,298
Summer Saturdays	-	-	-	-	-	-	-	\$ 6,808	-	\$ 6,808	-	\$ 6,808
Sundays	-	-	-	-	-	-	-	\$ 25,751	-	\$ 25,751	-	\$ 25,751
Subtotal	17.2	17.2	17.2	17.2	17.9	17.9	17.7	1,061,666.0	17.7	1,096,775.6	17.7	1,096,775.6
Library Tech Services												
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 52,087	1.0	\$ 52,087	1.0	\$ 52,087
Coordinator of Technology & Tech Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 80,822	1.0	\$ 80,599	1.0	\$ 80,599
Part-time Library Assistant	0.4	0.4	0.4	0.4	0.4	0.4	0.4	\$ 12,736	0.4	\$ 12,740	0.4	\$ 12,740
Library Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 44,984	1.0	\$ 44,984	1.0	\$ 44,984
Subtotal	3.4	3.4	3.4	3.4	3.4	3.4	3.4	190,629.0	3.4	190,410.0	3.4	190,410.0

Belmont Public Library

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Personnel Detail

Library Plant Operations

Lead Custodian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$	61,112	1.0	\$	61,112	1.0	\$	61,112
Part-time Custodian	0.3	0.3	0.3	0.3	0.3	0.3	0.3	\$	9,306	0.3	\$	9,306	0.3	\$	9,306
Subtotal	1.3	1.3	1.3	1.3	1.3	1.3	1.3		70,418.0	1.3		70,418.0	1.3		70,418.0

Vacant or changes to position



BELMONT PUBLIC LIBRARY

OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$ 1,524,044	\$1,559,681	\$ 35,637	2.3%	24.5
Total Expenses	\$ 716,225	\$ 723,301	\$ 7,076	1.0%	
Total Overlay	\$ 12,500	-	\$ (12,500)	-100.0%	
Grand Total	\$ 2,252,769	\$2,282,982	\$ 30,213	1.3%	

Submitted by: Peter Struzziero

The library has five primary areas of program.

- **Circulation Services** is the main public service point in the library. Staff is responsible for the handling of all print and audiovisual material and the return of all materials owned by the Belmont Library and materials from libraries in and outside the Minuteman network. Other services handled are maintaining the order of the entire collection in the stacks, renewals of materials, collection of fines, holds/reserves, patron registrations, creating of displays, and joint supervision of volunteers.
- **Adult/Reference Services** is a public service department where professional librarians assist users with advice on library collections and services, assist patrons with access to the internet, provide instruction in downloading eBooks and audiobooks to various devices, provide expertise on multiple kinds of information from many sources and direction to library materials. Reference staff are responsible for the oversight and management of all circulating materials, this includes the selection and deletion of books, eBooks, databases, and other materials (print and non-print) for the adult and reference collections. The staff also organize a wide range of programs for the public; including book discussion groups, lectures, concerts, films, and the community-wide reading program, One Book One Belmont.
- The **Young Adult Services** Librarian provides library and information services to students in middle and high school and selects appropriate materials for the collection. The Young Adult Librarian additionally schedules, designs, and delivers programming for teens, ranging from instructional workshops that supplement and support school learning, to volunteer opportunities, to unique opportunities for entertainment, creativity, and socialization. Other services provided include homework help, summer reading, book discussions, reading lists, and a Teen Page on the website. Collaboration with the schools is a priority across the board to ensure library resources compliment and support our Belmont students.
- **Children's Services** provides library and information services to young children from infancy through grade six. The staff selects a user-appropriate collection of materials in all formats. The department offers a variety of programs including story times, music programs, STEM (science, technology, engineering, and math) events, parent workshops, book clubs, community service opportunities, and special performances.
- **Technology & Technical Services** is the department which prepares new materials for the patrons to check out and manages all library technology. The department is responsible for the acquisition, cataloging, data entry, processing, and withdrawal of items from the collection. Staff handled over 34,000 items last



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year and we expect this number to increase as we continue to right size collections. They also process all the mail including correspondence, packages, bills and invoices, and library subscriptions to magazines, and newspapers.

Staffing:

The proposed FY21 library budget has 24.5 FTE.

Budget:

The proposed budget for FY21 is \$2,282,982; which represents a 1.34% increase from FY20. The library funding is broken down into four primary line items. The Public Services line represents the largest portion of our with 62.3%; the Technology & Technical Services represents 15.2% while Plant Operations represents 13.8%; and Administration, which represents just 8.7%. The line items below support the five areas of program. The Circulation, Adult/Reference, Children's/Young Adult Departments all draw upon the Public Services Line. The Technology & Technical Services Department draws upon the Technical Services line. All Plant services draw upon the Plant Operations line, and Library Administration draws upon the Administration line.

FY21	Salaries	Other Expenses	Total	% of Total
Public Services	\$1,041,329	\$381,363	\$1,422,692	62.3%
Technology & Technical Services	\$255,852	\$90,964	\$346,816	15.2%
Plant Operations	\$80,977	\$233,110	\$314,087	13.8%
Administration	\$181,523	\$17,864	\$199,387	8.7%
Total	\$1,559,681	\$723,301	\$2,282,982	100.0%

Program Outcomes/ Performance Accomplishments

2019 Accomplishments (January 1st 2019 – December 31st 2019)

Circulation Services

- The Belmont Public Library was the 10th best circulating public library in the Commonwealth of Massachusetts with an overall collection use in FY19 of 648,076 items circulated. This increase from last year's total, makes FY19 the best usage in our Library history.



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- We successfully completed another year of our homebound delivery program called “Books on Wheels,” a partnership with the Council on Aging circulating hundreds of items by delivery to homebound citizens in Belmont.
- Staff in both the Circulation and Reference Departments carefully select and curate a variety of displays throughout the Library, highlighting current events, holidays, trends and unique interests. These displays drive very strong circulation statistics regularly.

Adult/Reference Services

- 2019 marked the 50th anniversary of the moon landing. We celebrated this milestone during our summer reading program, and as part of our celebration, we interviewed people who had first-hand memories of this historic event. We called it Moon Memories: An Oral History Project. These oral histories are archived on the library's SoundCloud account.
- As part of our Summer Reading Program, and to honor the 50th anniversary of the Apollo 11 landing on the moon, we hosted an inflatable planetarium. The projected show on the inside of a dome was *Life in the Universe* and it took a fresh look at those special places in space that might harbor life, including all of the planets in our solar system. It was a beautiful scenic tour of our universe through the eyes of astronomers looking for clues about the origin of life and the development of intelligence. This program was made possible by a partnership with the Council on Aging – Beech Street Center.
- The Music on Saturday Series hosted concerts throughout the year. We travelled back in time with a special performance by Studio Two, a headlining Beatles tribute band that focuses on the early years of The Beatles. They performed with period attire and equipment. Celtic and Folk Music with Colleen and Sean found common ground among different generations, in their love of the music of Ireland and the UK. They performed traditional and contemporary songs with pleasing harmonies. Violinist Joshua Peckins presented a lecture recital featuring solo violin music by Bach and Ysaye, with warm and personal stories about the composers and their music.
- Author Cheryl Suchors discussed her book *48 Peaks: Hiking and Healing in the White Mountains* as part of our Friends Author Series. At age 48, Cheryl set out to hike the arduous 4000 Footers of New Hampshire, enduring breast cancer, and redefining success along the way.
- Author Kwan Kew Lai discussed her book *Lest We Forget: A Doctor's Experience with Life and Death During the Ebola Outbreak*. After fighting through yards of red tape, leaving her family, and putting her own health at risk to help suffering strangers, Kwan Kew Lai finally arrived in Africa to volunteer as an infectious disease specialist in 2014, during the largest Ebola outbreak in history. What she found was not only blistering heat, inhospitable working conditions, and deadly, unrelenting illness, but hope, resilience, and incredible courage.
- We hosted a screening of the documentary, *Generation Zapped*. This film highlighted the potential health risks of wireless technologies, and provided tips on how you can keep yourself and your family safe. After the screening, we were joined by Cece Doucette, who has helped introduce legislation to educate and protect the public, who facilitated a Q&A session.



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- At our Fix-It Clinics, participants brought in small household appliances, clothing, electronics, mobile devices, toys, and more and received free guided assistance from volunteers with repair skills to disassemble, troubleshoot, and fix their items. These hands-on events build community connections and reduce the number of repairable objects that are thrown away.
- In the spring patrons learned strategies to help maximize social security. John J. Duddy, President of Strategic Tax & Insurance Services, Inc. taught participants about many common mistakes people make when signing up for Social Security benefits.
- Journalist and author Robert Whitaker highlighted research that showed long-term outcomes for medicated patients are poor. As a result, new initiatives are emerging that lessen the use of medications and focus instead on creating supports that help children and adults struggling with mental difficulties get well and stay well. A lively and informative Q&A session followed his presentation. This event was made possible by a partnership with Science for the Public.
- For many years, the Library offered a senior book discussion group as a collaboration with the Belmont Council on Aging. This year the group was retired allowing two new clubs to begin in its place. For 20 years participants and Librarian Miriam MacNair enjoyed the group thoroughly and we are honored by the contribution this group made to our Library. Miriam now offers a Classics Book Group at the Library and the Council on Aging started a club at Beech Street Center called Page Turners.
- The monthly Books and Bites program featured a great collection of authors this year. Miriam MacNair spoke on the life and work of the writer Sarah Orne Jewett, focusing on two of Jewett's works of fiction: *Deephaven* and *The Country of the Pointed Firs*--and on the biography *Sarah Orne Jewett: A Writer's Life* by Elizabeth Silverthorne. Miriam also discussed the novel *Pride and Prejudice* by Jane Austen.
- We had more great authors speak on their works as part of that series throughout the year.
 - Julie Dobrow - *After Emily: Two Remarkable Women and the Legacy of America's Greatest Poet*
 - Sylvia Ruth Gutmann - *A Life Rebuilt: The Remarkable Transformation of a War Orphan*
 - Maryanne O'Hara - *Cascade*.
 - Belmont Author Sara B. Fraser - *Long Division*
 - Stephen Puleo - *American Treasures: The Secret Efforts to Save the Declaration of Independence, the Constitution, and the Gettysburg Address*
- The Belmont Library hosted renowned bird photographer Peter Christoph for three events: Art of Bird Photography, Birds of New England Swamps, and Whatever Happened to the Birds of J.J. Audubon? He shared his epic birding adventures in a presentation that was both entertaining and informative
- In May the Library hosted a Mental Health and Racial Equity talk presented by CHNA17. Its goal was to start conversations and build awareness of the connections between race and health, particularly focusing on mental health.



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- Belmont Against Racism hosted a film screening of *Activized: It's the American Thing to Do*. This film profiled a handful of ordinary Americans who have surprised themselves by becoming political activists.
- Aldrich Astronomical Society astrophotographer, Kevin Boucher shared amazing Hubble pictures and some of his own photography. During his presentation, Kevin also discussed tips and tricks on how you can capture your own astrophographs.
- Commemorating courage and sacrifice, the Belmont Public Library, in partnership with Belmont Veterans Services, hosted our annual Purple Heart Day Ceremony on August 7th
- For our adult sessions of the Alien Autopsy Escape Room patrons were tasked with rescuing a surviving alien from the government. By solving puzzles, and gathering clues, participants worked their way through the room, turning off security cameras and disarming laser security systems.
- Space Series Mars: Revealing the Secrets of the Red Planet highlighted the exploration of the red planet. The program included Percival Lowell's drawings of canals on Mars, a discussion of HG Wells' *War of the Worlds*, and then moved into the modern era with NASA & ESA orbiting spacecraft, landers, and rovers!
- Space Series: Exoplanets Around Other Stars taught participants how the latest satellites are finding planets around our neighboring stars, and the incredible variety and numbers of planets found among them. We learned how NASA and the ESA plans to explore those newfound planets with the upcoming James Webb Space Telescope.
- Librarians started the Belmont Public Library Cookbook Club. Working from a different cookbook each month, participants select a dish to make and bring to that month's potluck where they discuss what they liked and disliked about the book. The club has consistently been filled to it's capacity participants each month and showcases one of the Library's deepest collections.
- Sally Cragin, award-winning columnist and tarot expert, taught a hands-on Tarot Card workshop that included the history of this unique art form and its practices. Patrons learned the rudiments of the four suits, the significance of the numbers, and the interpretation of 'Major Arcana' cards. Participants also got to practice performing readings for one another.
- We hosted an evening with author Jonathan M. Hansen where he discussed his book, *Young Castro*, and its implications for our understanding of the history of US-Cuban relations going back centuries and of US-Latin American relations today.
- In partnership with The Belmont Gallery of Art, artist Agusta Agustsson presented a Make-Your-Own Cutlery Wrap craft workshop. Using everyday products, participants printed a unique receptacle for eating utensils out of an old cloth napkin for on the go eating.



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- Daniel Zimmerman discussed his book, *Shots in the Dark*. He read segments from the book followed by several 'how I did it' stories, culminating in a Q&A.
- Murder Mystery Party: Haunted Hunter filled our library with mischief, mayhem, and murder! Jest Murder Mystery Co. provided two professional actors to facilitate the evening's festivities. Once everyone arrived, every participant was given a part to play in the story, and everyone was encouraged to embody their given character. After the first act ended in the murder of a ghost hunter, it was up to our audience to decipher the clues, act their parts, and solve the whodunit! There were numerous standout acting performances from the audience, with "Hugh Huffman" taking home a trophy for his brilliantly acted old man character.
- The Library hosts several recurring adult events in addition to our author talks and music series. If you never visited our groups like the Knitting Club, Tai Chi, or our Library Director run Dial M For Movies film club, try them in 2020.
- In partnership with the Belmont Media Center we hosted an interactive Halloween experience. Participants walked through the halls of a virtual reality haunted house! While the house was not real...the SCARES were!
- Librarian Nancy McColm gave a talk on Ancestry.com library edition, focusing on what's included in our subscription, and how to search in ways that maximize the chance of finding one's family's records. After the talk, all attendees went to the Reference Room to practice what they had learned, and to receive one-on-one help.
- We continue to offer two different weekly conversation groups for adult English language learners from countries all around the globe, with a Monday morning group held from September through May, and a Wednesday evening group all year long. These groups serve between 20-30 patrons each week.
- Coordinator of Public Services Mary Carter led a year long effort to right size the collection of adult materials. Patrons now have easier access to sought after books and materials, and popular collections will now have the chance to grow as needed. In the coming year we will look to cut down on the signage that exists, and relocate collections to increase ease of use and navigation within the Library.

Technology & Technical Services

- After the retirement of 47 year employee Fred Dooe, we decided the time was right to reassess the way Technical Services functions for the Library. Former Technology Librarian Ellen Girouard became the Coordinator of this new Department called Technology & Technical Services. Ellen hired former Natick Library Director Lauren Pfindner to come and be our new Technology Librarian.
- The library greatly expanded its' Library of Things collection in 2019, adding more items, created specialized branding, cataloging, packaging and a dedicated web page. The program was piloted in previous years with great success. In order to highlight this unique collection, logos were created that reflect the library's original branding, but play off it with an expanded color palette. This branding was carried through to the Library of Things



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page, <https://belmontpubliclibrary.net/services/library-of-things/>, leading to many inquiries regarding these new and exciting lending opportunities. In addition to existing items, the Library of Things now includes a telescope, sewing machine, Nintendo Switch, digital microscope and graphing calculators. Plans are underway to expand this collection even further with more science learning, digital conversion and streaming possibilities.

- Belmont patrons continue to expand their use of digital materials. We saw a 25% increase in usage of Hoopla, RB Digital and Overdrive, our most popular digital circulation methods. The Library can be used, on site, in your homes, even while traveling abroad, these increases year over year show us that patrons are in favor of these newer ways to use our services.

Children's

- It was a record-breaking year in the Jane Gray Dustan Children's room. Program attendance at the library and outreach to schools and other partners throughout town totaled 14,971, a 17% increase from our previous year including an approximately 41% increase in outreach to the community.
- We were thrilled to be able to update the appearance of our Children's Room in 2018. New carpet and paint added some color and brightness to our space. Staff have also been able to enjoy a new Children's Reference Desk. We were able to provide children's services in the library's Assembly Room and still provide our usual services and programming.
- During 2019 and 2020, Children's Librarians continued to make outreach a top priority and saw an over 42% increase in those served through outreach. Librarians regularly visited four Belmont preschools (The Wonder School, Waverley Square Daycare, Belmont Cooperative Nursery School, and Ranjana Jha's family daycare and preschool) and made a special visit to the Henry Frost Children's in the fall. The Library continued to lead weekly storytimes at the Farmers' Market.
- The library built a strong foundation for regular outreach with local elementary schools and Chenery Middle School. During the fall of 2018, the library reached out to the fifth grade class at the middle school to insure that all fifth graders had the chance to create a library card of their own. The library enjoyed visits from second graders from the Burbank School and the Wellington School where students were able to learn about library materials and resources, and get new library cards.
- It's official – Belmont kids love to read and bead! 957 children participated in the 2019 Books and Beads Summer Reading Program, a 58 percent increase from 2018. Participants earned different kinds of beads for every fifteen minutes of reading, as well as brag tags and books to keep as prizes for reaching a reading goal. The new program also provided volunteer opportunities to middle school and high school students who volunteered over a hundred hours to help distribute beads.
- Children's summer programs drew large crowds, including a concert from Charlie Hope and Toe Jam Puppet Band, a puppet show from world-renowned performer Bonnie Duncan, new craft programs aimed at tweens. 2,215 people attended Library summer programs.



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- School vacation programs were also a huge draw. This included Ed's Comedy Magic Show, Mr. Vinny's Shadow Puppet Show, visits from real wild animals with Animal World Experience, and the return of our popular New Year's Eve concerts where children can countdown to the new year early and dance and sing along to music that everyone in the family loves.
- A large variety of storytimes and programs for our baby, toddler, and preschool aged patrons were offered. Concerts from popular local musician Matt Heaton, Music and Movement with local resident Rubi Lichauco and musical storytimes from the Powers Music School helped round out our regular early literacy offerings. Sheryl White brought her popular Baby Sign Language and Mindfulness for Preschoolers programs to Belmont. Staff also had a chance to let their unique talents shine. The Ukuladies, a musical duo comprised of two of our children's librarians, performed several concerts, and librarians performed their own Halloween puppet show to an enchanted audience of over one hundred preschoolers.
- The Library offered many popular after-school activities for older children, including from local Belmont companies and organizations such as The Duct Tape Network, Mad Science, Habitat, and Music Together of Belmont. We were able to launch our first Reading Dog program with the help of our former Coordinator of Public Services, and Elvis, her certified reading partner dog. Our Parent Child Book Club continued to bring multiple generations together to discuss and analyze books while munching on pizza.
- The Children's Librarians continued to partner with the local organizations and town agencies throughout this year. The Belmont Fire Department's Engine 2 visited and gave kids a chance to see a real fire truck up close. A few weeks later, Belmont Firefighter Ross Vona read stories about firefighters and taught fire safety tips during Fire Safety Week.
- Librarians have started regular visits to the Belmont Gallery of Art for storytimes and crafts that connect to their exhibits. The newly reformed Belmont Youth Commission helped provide popular events including an ice cream social for middle schoolers, and a Pizza with the Police event where families could meet and socialize with Belmont Police officers. The Belmont Media Center ran after school programs where kids of all ages could experience Tilt Brush and other virtual reality programs.
- The Children's Department came together with the Reference and Young Adult Departments to create fun successful programs. Summer reading programs kicked off with events for all ages including a craft party, a life sized inflatable planetarium, virtual reality, and a movie and craft party. Spooky fun was had by all at the library's Halloween party which included crafts, cookies, and a virtual reality haunted house provided by Belmont Media Center.
- The Children's Department's partnership with the Watertown/Belmont Coordinated Family and Community Engagement (CFCE) grant program remains strong. During the school year, the grant program offers a weekly Literacy Playgroup and parent workshops at the library and provides additional programs and resources to library patrons. A weekly summer STEAM playgroup was offered for families with children ages 5 and under



Young Adult Services

- A key accomplishment of the Young Adult department in 2019 is the design and implementation of a remodel of the teen room. The remodel optimized the space usage and improved the comfort of the room. Feedback from teens on this project has been enthusiastic with many new teens enjoying the space. It's become the preferred spot to study, work on homework and hang out.
- This year the library offered 113 programs, with 896 total attendees. Due to the aforementioned Teen Room remodeling project, numbers for fall programs were less than projected. However, performance indicators from the summer indicate a very successful year.
- This year's summer reading program went through some changes as we revamped it to provide more ways for teens to participate. Rather than using bingo cards, teens were given the chance to earn 20 different embroidered patches that fit the "A Universe of Stories" theme, via traditional activities like reading books, but also via visiting cultural institutions, creating things, or trying their hand at some "adulting." Unlike last year, online sign up was also available. 80 teens signed up for the program, and participation rates were up over last year. Belmont teens earned a total of 300 individual patches.
- The patches were not the only new feature of the 2019 Summer Reading Program. Previous years' summer program offerings have focused on offering all-ages activities, which, while open to teens, did not tend to attract them and would be dominated by children and their families. This year, we expanded our teen and tween only program offerings in June to August, to much success. We went from 97 teens attending 16 teen-only programs during the summer of 2018, to 345 teens attending 33 programs during the summer of 2019.
- Girls Who Code, our chapter of the national computer programming organization dedicated to getting young women interested in coding and STEM fields, continues to be a strong presence at the library. The weekly class, which runs 2 semesters, maxes out its 25-person sign up limit, we keep a wait list.
- As a final, end of summer celebration, the library hosted teen and tween After Hours Laser Tag in the library, with 24 tweens and teens in attendance.

Administration

- Board of Library Trustees incumbents Elaine Allgood (Vice-chair) and Mary Stearns won their seats back for a new term.
- The Library Building Committee Completed a 2 year long Schematic and Design phase. With this important tool in hand The Belmont Library Foundation will begin a major capital fundraising effort.
- New part time employees were interviewed, hired, and brought on board in FY19 to support most departments. These roles were made vacant when existing employees located more full time work.



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- Lauren Pfindner left her role as Library Director in the Town of Natick and joined our staff in the role of Technology Librarian. She has proved to be a new strong member of our team already and we are thrilled to have her.
- Library staff members participated in a variety of Town events, including Meet Belmont, Town Day, and several Back to School Nights. We also set up a Library table throughout July and August at the Belmont Farmers Market, where the community could find out about our upcoming programming, check out a bestseller, or enter a contest.
- The Library is now open on Sundays year round, which creates a long sought after 7 day a week schedule.
- The increased use of the Children's space years during newer evening hours continues to provide access to between 5000-7500 patrons annually.

Department Budget:

Below is a summary of changes above 5% for non-salary items:

Maintenance Office & Library Equipment – 10.6%

This increase requests \$940 which is needed for software and maintenance contract increases on library self check machines and other technology, for a new total of \$9,819

Staffing and Structure:

	Total	% of Total
Circulation	5.8	24%
Adult	5.6	23%
Young Adult	1	4%
Children's	4.4	18%
Tech	4.4	18%
Plant Operations	1.3	5%
Admin	2	8%
Total	24.5	100.0%

Circulation Services consists of a supervisor, three full-time circulation assistants and one part-time (25 hours) circulation assistant. The department also has several part time (non-union) employees who help cover the seven days, 68 hours that the department is open each week. The total FTE's for this department is 5.8



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Adult References Services consists of a Coordinator and five full-time librarians, all report to the Coordinator of Adult Services. The Technology Librarian also covers the Reference Desk but reports to the Library Director. The Department has several part time (non-union) staff that helps cover the Reference Desk during the 68 hours open. All staff in this department are professional Librarians, and must have a Master's Degree in Library Science. The total FTE's for this department is 5.6

Young Adult Services consist of a Librarian (1 FTE) who covers the reference desk part-time and reports to the Coordinator of Public Services.

Children's Services consist of a Coordinator and one full-time Children's Librarian. The department has one part-time (25 hours) library assistant and several part time (non-union) staff that help cover the room seven days a week. The total FTEs for this department is 4.5

Technology & Technical Services consists of a Coordinator, one full time Technology Librarian, one full time Administration Assistant, and one full time Library Assistant. The Coordinator is a Librarian who also helps cover the reference desk. There is one part time staff member who works 12-16 hours per week. The department is open 35 hours a week. The total FTE's for this department is 4.4

The *Plant Operation* is staffed with a Head Custodian and a part time custodian who covers weekends and vacation. The Durkin company, a contractual cleaning service, also covers 45 hours per week. The total FTE's for this department is 1.3

Administration consists of the Library Director, and the Administrative Coordinator The total FTE's for this department is 2.



GOALS, PROGRAM PERFORMANCE MEASURES AND DESCRIPTION OF FUNCTION

CIRCULATION SERVICES

1. Goal: Service - Provide excellent customer service to Library patrons and assist them in accessing the Belmont Library collection and the overall Minuteman Library Network.

- Greeting patrons as they enter the building and being the first point of contact and service. Checking out materials, processing reserves, collecting returns, and processing delivery bins of patron requests each day.
- Check in and check out materials owned by Belmont and materials from other libraries in and outside the network, notify patrons of reserves and overdue items, unpack bins for materials being returned to Belmont, and receive materials from other libraries to fill requests, pack bins to send Belmont materials to fill requests and return items from other libraries.

2. Program Performance Measures: This year the Belmont Library was proudly ranked 10th in Massachusetts for overall collection use at over 648,000. Three years ago we were ranked 15th. This is the highest collection use in Library History. As eBook and downloadable content circulation continues to rise the physical item circulation could see small decreases. Checkins and check outs of physical materials showed a 1% decrease while The Library has seen an over 100% increase over just the last few years in the items being downloaded. This number was 112,597 in FY19. This trend in the way patrons utilize the library through electronic downloading is expected to continue in FY21.

Circulation Services Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# of items checked in and checked out	851,437	818,000	818,000	786,000

3. Detailed Description:

- Check in and check out of all materials owned by Belmont and materials from libraries in and outside the network.
- Print paging list to retrieve material being requested from Belmont residents and other libraries, notifying patrons of reserves and overdue items.
- Reconcile fines and lost items.
- Issue library cards and maintain a patron database.
- Pack and unpack bins of materials going to and from the Belmont Public Library and other area libraries to fulfill patron requests.
- Shelf materials and maintain the order of the entire adult collection.
- Our Circulation team also manages our popular Books On Wheels Homebound Delivery Program, a collaboration with the Beech Street Center.



ADULT REFERENCE SERVICES

- 1. **Goal: Collection Development** - Maintain a strong print collection while providing new media and online resources to meet patrons' changing needs and interests.
 - Read reviews, keep up-to-date with electronic resources and media to aid in selecting of new materials for the adult collection to meet the needs and interests of the patrons.
 - Using circulation reports, and patron interests, staff withdraw items from the adult collection that no longer circulate, are no longer relevant, or have outdated information.

- 2. **Program Performance Measures:** As the Library looks to the future we continue to make efforts to right size our collection. The Adult Reference Department specifically has been working to decrease the size of our physical collection, increasing the quality of what remains, the ease in which to locate good sources, which helps us allocate resources for popular digital services. The Performance measure for this department will no longer be items added and withdrawn, but digital circulation goals, and adult programming efforts, and successful reference transactions.

As mentioned above the library has seen an over 100% increase over just the last few years in the items being downloaded. This number was 112,597 in FY19. These numbers represent a wealth of digital options, including Overdrive for Ebooks, Kanopy for film streaming, our digitized year books, resident lists, historic newspapers, and the ever popular Hoopla, which has a little bit of everything. This trend in the way patrons utilize the library through electronic downloading has been consistent over the last decade and looks to continue in FY21 and beyond.

Adult Services Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# of program offerings	279	255	255	255
# of reference transactions	29,754	30,250	30,250	30,250
# of ebook, music, video downloads and other electronic collection usage	116,600	120,000	120,000	122,000

- 3. **Detailed Description: Adult/Reference Services Overview**
 - Select books, databases and other materials for the adult and reference collections.
 - Keep up-to-date on the development of electronic resources and other new media.
 - Select and maintain the general reference, fiction and non-fiction collections.
 - Select and maintain the audio visual collection including music compact discs, talking books, DVDs, and Blu-rays.
 - Answer information and reference questions in person, over the phone and by email.
 - Provide guidance and instruction to patrons using the Internet, the online catalog, and other online databases.
 - Maintain and update the library website.



- Initiate and facilitate appropriate programs for library patrons.

YOUNG ADULT SERVICES

- 1. Goal: Collection Development** – Maintain a strong print collection while providing new media and online resources to meet patrons’ changing needs and interests.
 - Read reviews, keep up-to-date with electronic resources and media. Stay attentive to the school curriculum to provide homework support. Select materials for the Young Adult collection to meet the information needs and leisure reading/viewing of the students in grades seven through twelve.
 - Using circulation reports, school curriculums, and students’ interests, staff withdraw items from the Young Adult collection that no longer circulate, are no longer relevant, or have outdated information.
- 2. Program Performance Measures:** With an updated, comfortable, and attractive space for Belmont Teenagers to enjoy, and a now right sized collection the performance measure for this department will no longer be items added and withdrawn, but will shift to focus on the many successful programming efforts to engage our great teen population.

Young Adult Services Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# of Young Adult programs	115	120	120	118
# of Young Adult program attendance	1,052	1,100	1,100	1,100

- 3. Detailed Description: Young Adult Services Overview:**
 - Provide library and information services to students in grades seven through twelve. Select materials for the young adult collection & maintains the collection.
 - Assist students in the selection of materials for school assignments and in choosing materials for their leisure reading.
 - Instruct students in the use of the online catalog and databases.
 - Train, schedule, plan projects and collect statistics for teen volunteers.
 - Initiate appropriate programs including reading programs, writing workshops, STEM (science, technology, engineering, and math) programs, and our Teen Advisory Board.
 - Maintain teen pages of the website for homework support, study guides, book review database and book lists.
 - Work closely with the middle school and the high school teachers and librarians.
 - Offer one-on-one research support to students working on major projects and papers.



CHILDREN'S SERVICES

1. **Goal: Collection Development** - Maintain a strong print collection while providing new media and online resources to meet patrons' changing needs and interests.
- Read reviews, keep up-to-date with electronic resources and media, and keep up-to-date with the school curriculum for homework support in order to select new print and non-print materials for the children's collection to meet the information needs and leisure reading/viewing of children from infancy through the sixth grade and their parents.
 - Using circulation reports, school curriculums, children and parents interests, staff withdraw items from the Children's collection that no longer circulate, are no longer relevant, or have outdated information.

Goal: Programming – Provide developmentally appropriate learning experiences by offering a variety of story times, performances, sing-alongs, STEM (science, technology, engineering, and math) events, and other activities appealing to children of all ages and a wide variety of interests.

2. **Program Performance Measures:** The Children's Department offered 379 programs in FY19, sometimes two in a day. This number exceeded our goal.

Children's Services Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# of Children's programs	379	345	345	345

3. **Detailed Description: Children's Services Overview**
- Provide library and information services to children from birth to grade six.
 - Answer reference questions and provide readers' advisory service to children and caregivers.
 - Select and maintain the print collection of picture books, easy readers, fiction, graphic novels, and non-fiction.
 - Select and maintain the audio-visual collection of movies, books on CD, and music CDs.
 - Provide programs including story times for children from infancy through 5 years of age, reading programs throughout the year for readers and pre-readers, music programs, science and maker programs, and other enrichment programs funded by the Jane Gray Dustan Fund.
 - Check in and check out of all children's materials owned by Belmont and other libraries in the network.
 - Process children's reserves, issue library cards to children, reconcile fines and lost items on children's library accounts, shelve materials.

TECHNOLOGY & TECHNICAL SERVICES

1. **Goal:** As a newly combined Department our 1st year goal is to streamline all the technical or back of the house processes having to do with technology, technology Support and the processing of new materials for checkout or patron use in the Library. Technical Services staff members also process discards.



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- Order and process all new materials, enter the new material into the online catalog and prepare each item with proper label, security, and jacket to make item ready for check out.
- Process all discards to keep the online catalog up-to-date.
- Manage all technology, hardware, software, devices, technology programming, and other library electronic equipment.

2. Program Performance Measures: 34,160 items were processed this year, exceeding our goal. Right sizing our collection continued to be a high priority and improves the accessibility of the overall collection. The projection for FY21 is 37,500 items processed.

Technical Services Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
# of items processed	34,160	37,500	37,500	37,500

3. Detailed Description:

- Order, receive, process and invoice new materials.
- Enter all new materials into the Minuteman Library Network's online catalog.
- Prepare items with proper labels, security strips, and plastic jackets.
- Replace jackets, cases, barcodes, labels, etc.
- Receive, sort and distribute mail.
- Check in periodicals.
- Maintain (adding and discarding materials) holdings information.
- Create requisitions.
- Assist on the circulation desk.
- Help unpack the deliveries with materials being returned to Belmont as well as materials to fill holds for Belmont patrons.

SUMMARY: Key Accomplishments from 2010-2020

In the next 10 years we'll see a new High School, Police Department, Public Works Building, and a brand new Belmont Public Library. We are hopeful that some of the best days of our long history are those we are about to experience.

Through careful planning and supportive leadership from those who approve our department budgets annually, we are now open 7 days a week all year long. What a gift. Need something from us? We'll be here for you, every single day.



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Our children and families have enjoyed expanded hours in the Jane Gray Dustan Children's Room. Since 2017 we've been able to keep our Children's Room open until 8pm four nights a week.

We made modest investment we've been able to refresh some of our spaces to make them more comfortable for patrons. A little paint here, a little carpet there, a dash of furniture where needed and we've been able to keep our patrons happy in the Reference, Teen, and Children's spaces.

One Book One Belmont was a new idea in 2010. In 2020 it has become one of the most anticipated of town events. Under the guidance and leadership of former Belmont Department Head Emily Reardon this event has brought together our town in a special way every other year over the last decade. We look forward to our next offering in 2020, and the chance to partner with 10-15 community groups on this great program.

In 2014 a newly assembled leadership team began the process of turning our Library into an outward facing organization. In 2020 we now work collaboratively with all Departments. Our involvement with local community groups, Belmont Departments, and all manner of town wide organizations has never been greater. We are especially proud of our efforts to consolidate our facilities management with Belmont's Facilities Director Steve Dorrance, Public Works Director Jay Marcotte and a great partnership with Town Administrator Patrice Garvin. These collaborations help us to remain fiscally conservative and focused on prudent financial management of the Library.

After completing a new five year long range plan in 2016, Library Administration gained approval from Town Meeting to conduct a Feasibility Study. Upon completion the Select Board and Town Meeting agreed that the most prudent, fiscally responsible, and forward thinking option for Belmont could only be a new building on the current site.

At the beginning of 2018 a Library Building Committee was formed by Town Moderator Mike Widmer, and the process to create schematics and a set of designs began. Town Meeting overwhelmingly approved this phase. The Committee headed by former longtime Library Foundation President and local career architect Clair Colburn, hired the necessary team members and we got to work.

We took an opportunity to accent our late fine program to benefit our patrons and neighbors in a new way. While our fine program remains in place, now have the option to "pay" with food which is then given to the Belmont Food Pantry. In the first two months of this new Food for Fines program we collected over 1000 items for our friends at the Belmont Food Pantry.

In the last decade some of the most important and hard working staff members in Library history all called it a career and began well deserved retirements. From long time Library Director Maureen Conners to her faithful Department Heads Fred Dooe, Mary Hall, and Emily Reardon. Further still to Librarians Corinne Chan, Charles Odell, Carol Baer and maybe especially our 50+ year Technical Services employee Muriel McGinty. The library you see today, and the hope we have for tomorrow wouldn't have been possible without these tremendous people. Those mentioned above dedicated their lives to Belmont in service of making us all smarter and presenting a wonderful library program. To these and all the others who served us faithfully and moved on in the 2010s we are forever grateful.



Opportunities: Future of the Library

Community support for the Library these last four years has been paramount as the Library has focused on the future, successfully completing a new Long Range Plan, Feasibility Study, and Schematic & Design Phase.

With a completed set of Schematics and a Building Committee two years into their work, we now turn to the support of our Belmont Library Foundation Board, who will manage a major capital fundraising campaign to offset the financial burden on our tax payers. Together with Town Government, Select Board, and our Volunteer Belmont Finance committees we have identified the Fall of 2022 as the most appropriate time to ask the voters for their support and the needed permission to build a new Library in Belmont, Massachusetts.

STATE REQUIREMENTS:

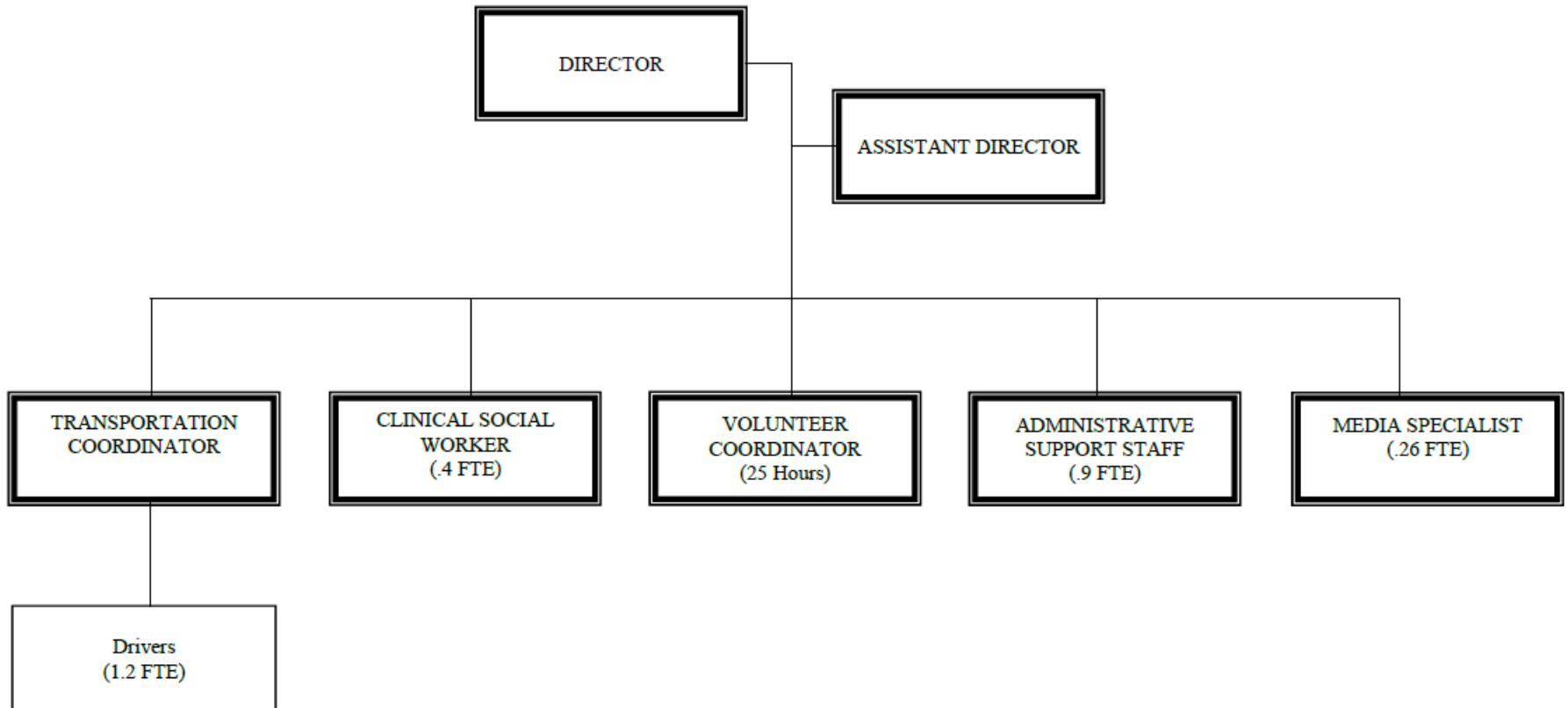
To be certified by the Massachusetts Board of Library Commissioners, the library must continue to:

1. Meet the Municipal Appropriation Requirement
2. Meet the minimum standards of free public library service
3. Remain open a minimum number of hours per week
4. Allow non-resident borrowing
5. Expend a percentage (based on population) of the municipal appropriation on materials
6. Have a Director with a Master's Degree in Library Science

By meeting these State requirements, the Town of Belmont receives the following benefits:

1. The Library is allowed continued membership to the Minuteman
2. Library Network which in turn allows interlibrary loans, reciprocal borrowing privileges and free use of other libraries for Belmont patrons.
3. The Library is allowed access to grants and ensures yearly state funding. Belmont Library usually receives in the range of \$30,000 - \$35,000 per year.

Council on Aging



Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation
Personnel Detail

Position Classification	FTE FY2014	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FY20 SAL	FTE FY2021	DEPT. REQ. SAL	FTE FY2021	TA RECOMMENDED SAL
Council on Aging												
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 106,850	1.0	\$ 106,850	1.0	\$ 107,919
Assistant Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 65,144	1.0	\$ 67,960	1.0	\$ 67,960
Driver	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 8,815	0.2	\$ 8,815	0.2	\$ 8,815
Driver	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 42,943	1.0	\$ 43,473	1.0	\$ 43,473
Administrative Assistant I	0.4	0.4	0.4	0.4	0.4	0.4	0.4	\$ 19,253	0.4	\$ 19,253	0.4	\$ 19,253
Administrative Assistant II	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 26,555	0.5	\$ 26,555	0.5	\$ 26,555
Social Worker	0.4	0.4	0.4	0.4	0.4	0.4	0.4	\$ 30,159	0.4	\$ 30,159	0.4	\$ 30,159
Tranportation Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 52,914	1.0	\$ 55,327	1.0	\$ 55,327
Total	5.6	5.6	5.6	5.6	5.6	5.6	5.6	352,633.0	5.6	358,392.0	5.6	359,460.5

Vacant or changes to position



COUNCIL ON AGING

OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$353,436	\$360,261	\$6,825	1.9%	5.6
Total Expenses	\$36,675	\$36,775	\$100	0.3%	
Grand Total	\$390,111	\$397,036	\$6,925	1.8%	

Submitted by: Nava Niv-Vogel

In addition to the Town appropriation the COA is able to accomplish its programmatic goals with the addition of over \$500,000 from other sources

Mission of the Council on Aging:

The Belmont Council on Aging is committed to enriching the lives of seniors and to enabling them to live safe, independent, meaningful and healthy lives. The COA provides and advocates for essential services that promote these aims.

In its 10th year of operating COA programs and services in its current location participation rates remain high. The COA commemorated the 10th anniversary with a special event on Oct. 6, 2019. For FY'19 the total number of people served continued to surpass the 2,000 mark. Participation rates remains robust. The budget remains essentially flat for this coming fiscal, with no major salary or equipment cost increases. Almost all programming innovations and expansions are funded through grants. To mark this important milestone and start of another 10 years serving the community at the Beech Street Center made facility improvements with funding from the Friends and special gift accounts. The COA operating budget was not impacted at all by these upgrades.

Program Responsibilities:

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

- **Transportation:** The COA provides and coordinates transportation services for Town seniors and disabled persons. 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.
- **Social Services:** For both seniors and their families, the COA provides social work evaluations, resource identification and assistance with financial, social and safety needs.
- **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, the lunch is served at the center. The COA is responsible for the administration of meal reservations.



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- **Health and Wellness:** The COA provides an array of user-funded fitness activities (such as aerobics, Tai Chi, yoga, water aerobics, walking, fitness room program, bocce and dance classes), a variety of health education opportunities including evidence based programs, as well as direct health services such as weekly blood pressure clinics.
- **Socialization, Adult Education & Arts:** The COA sponsors a variety of recreational, educational and arts programs. Most of these programs are user funded and/or rely on volunteers.
- **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.
- **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 the past year the Friends have financially supported offering weekend trips to local events in a bi-monthly basis. This offers programming for seniors without the cost of keeping the center open. The bi-monthly supper club trips on Tuesday evenings accomplish a similar purpose and are very popular. 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.
- **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 five 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. The administrative tasks of the rentals involve meeting with potential renters, handling the applications, arranging for custodial care of the building during rental events, tracking and processing payments and insuring that renters properly arrange for alcohol licenses and permits from the Board of Health and Fire Departments. Ongoing meetings and communications with the Town Administrator's office are held to discuss increases in rental and custodial rates.

Staffing:

The Department functions with 5.6 FTEs which includes 1.16 FTEs funded by grants. Although the Town and grant funded staff members are those whose work duties require a higher level of accountability, many of the functions could not be achieved without volunteer and other contracted sources.

Staffing by Function (FTE)	Total	% of Total
Transportation	1.6	36.4%
Social Services	0.2	4.5%
Nutrition	0.1	2.3%
Health & Wellness	1	22.7%
Volunteer Services	0.4	9.1%
Senior Trips	0.1	2.3%



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Socialization & Arts	0.9	20.5%
Facility Rentals	0.1	2.3%
Subtotal	4.4	100.0%
<u>Grant Funded FTE</u>		
Transportation	0.6	52%
Volunteer Services	0.3	26%
Media Specialist	0.26	22%
Subtotal	1.16	100%
TOTAL	5.6	

FY'20 Accomplishments to Date:

- **Through efforts of the COA Belmont is now officially awarded designation as an Age Friendly community and forms Advisory Council to develop an Action Plan.** The COA is now liaison for new 11 person Select Board appointed council that will develop a 5 year Action Plan. The Plan will be developed based on senior needs and recommendations derived from the March 2018 U. Mass. Gerontology Program study that are feasible for the Town to implement.
- **New Transportation Service and Added Free Vehicle** In Nov. 2019 the COA launched its Volunteer Driver Program. This added new service was in response to overwhelming demand for already existing service coupled by the shrinkage of taxi cab service and elimination of Springwell sponsored service. This program was fully researched and vetted with Town officials and is at no cost to the Town. Software for the program was purchased by the Friends of the COA and no added staffing is needed to manage the program. In its first month of the program's rollout 66 rides were provided. In the second month 75 rides total were offered. Currently there are 11 volunteer drivers. The goal is to recruit 30 by the end of 2020.
The COA was also honored and awarded an additional vehicle in a competitive bid from the state's Department of Transportation. This third 6 passenger, handicapped accessible vehicle will be delivered in the upcoming months. The \$2,500 co-payment will be paid through revenues the Town acquired for transportation purposes from the state.
- **Facility, Equipment and Service Upgrades. These upgrades were made accomplished without using COA operating funds** Thanks to robust donations to the COA and generous funding from the Friends of the COA significant upgrades to the facility and grounds were made and completed by Nov.'19. In the lobby area a kiosk was installed housing a second computer that serves to scan participants in and collect data on attendance and range of programs used. Since that installation a greater number of people have been checking in, there are less lines forming at the check in station by the front desk and checking in is now possible after hours when the front desk is locked. The second upgrade was the purchase and installation of a special monitor that provides slide shows featuring volunteers and staff and acts as a digital "welcome" sign. The more major purchase was replacement of the existing bulletin board with paper flyers for digital monitors that showcase same flyers in by rotating them on a screen. This new system is more attractive for the viewer and much more information can be publicized and displayed than the old system was able to do.



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Outside the building the island in front was paved over, which makes it more attractive but also enables passengers ascending the COA vehicles a way to step in comfortably. The 2 islands flanking the building were paved over with granite pavers that add to the aesthetic appeal as the visitor enters the building.

Department Budget:

The total proposed COA budget for FY21 is \$397,036. This represents a practically flat increase from the FY20 original, adjusted budget. Since the directive from the Select Board was to create a level service budget there are no substantive increases. The only minor increase is the 1.5% merit increase granted to the director this fiscal year.

FY21 Department Budget by Function	Salaries	Other Expenses	Total	% of Total
Transportation	\$99,392	\$15,037	\$114,429	28.82%
Social Services+6462	\$88,357	\$8,535	\$96,892	24.40%
Nutrition	\$10,603	\$1,100	\$11,703	2.95%
Health & Wellness	\$84,826	\$4,034	\$88,860	22.38%
Socialization, Adult Education & Arts	\$48,633	\$3,668	\$52,301	13.17%
Volunteer Services	\$15,538	\$2,200	\$17,738	4.47%
Senior Trips	\$6,114	\$1,101	\$7,215	1.82%
After-Hours Facility Coordination & Rentals	\$6,798	\$1,100	\$7,898	1.99%
Totals:	\$360,261	\$36,775	\$397,036	100.00%



GOALS, PROGRAM PERFORMANCE MEASURES AND DESCRIPTION OF FUNCTION:

The Council on Aging would not be able to provide the full scope of its programs and services without additional funding. It operates with 1.16 FTE paid for by a recurring state grant.

The estimated amount provided by all outside sources is \$540,000. This includes the fore mentioned state grant, smaller private grants, value of the lunch program provided by Springwell, value of volunteer labor, donations from the Friends and corporate sponsors of programs.

The following are performance measures of several of the COA's core functions

Transportation Services - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
Number of medical appointment rides	2,591	2,900	2,620	2,700
Number of non-medical rides	5,801	4,800	5,830	5,400
Grant Funds for Transportation	3,000	3,000	7,000	4,000
Percent of Transportation Requests Accommodated	85	98	95	98
Number of Rides Requiring Heavy Assistance	2,558	2,800	2,600	
Percentage of Center Operating Hours with vehicles in use	100	95	100	100



Nutrition - Performance Measures	FY19	FY20	FY20	FY21
	Actual	Budget	Estimated	Budget
Number of meals served at lunch site	9481	11000	9500	9500
Number of elders participating at lunch site	416	530	420	420
Number of meals served to homebound elders	16149	14000	16000	16000
Number of elders receiving home delivered meals	127	115	120	120

INNOVATION:

1. New Technologies to Expand Programming for Seniors Since the COA was able to add on the Media Specialist position new initiatives have begun to enable more exciting programming possibilities. More programs are being offered to seniors on-line and research has begun to offer “virtual travel” and other experiences from the center. This COA was one of two that may be funded for a special grant that connects homebound seniors to programs at the center through in-home technology.
2. Using Age Friendly Network Application to Address Needs of Seniors
In the course of this grant funded project a number of focus groups have already yielded important conversations about what advocacy is required next to improve the lives of seniors and their families. A project memo from the principal investigator on the project is currently being formulated that will help with advocacy for tax relief and directions to take to improve senior housing. The project enabled research into and initiation of dementia friendly projects that Belmont can adopt. Related to growing sensitivity to the needs of those suffering from dementia-this was the first year that the COA created a team for the annual Alzheimer’s walk

OPPORTUNITIES & CHALLENGES:

- 1) We currently face the challenge of how to provide expanded hours when demand is currently low, yet there is a vocal group who still very much sees the need. The pilot evening programming did not yield high participation levels to warrant any request for more programming.
- 2) A big challenge that may be more apparent now than when the center first opened is that the seniors who have used the center since its inception are older and some are frailer. This means that musical programs in particular may be affected, since cultural tastes change, and the younger generation of boomers may be attracted to different styles.
- 3) The housing challenges cited in last year’s narrative remain and have increased. More homeless seniors come to the center, and their needs are complex and have special challenges. Due to the persistent problems facing a number of at risk residents the Healthy and Safe Housing Planning Group seeks funding to meet the needs of residents at risk through obtaining a part-time social worker. A supplemental request for this position is attached to this budget.
- 4) The building is now 8 years old and there are many challenges remaining from last year, such as the need for replacement of carpets in key areas, upgrading of the landscaping plan and new HVAC issues. The COA is advocating for center staff controls for the doors as this would improve security.



The COA partners with other town departments and towns in the following ways:

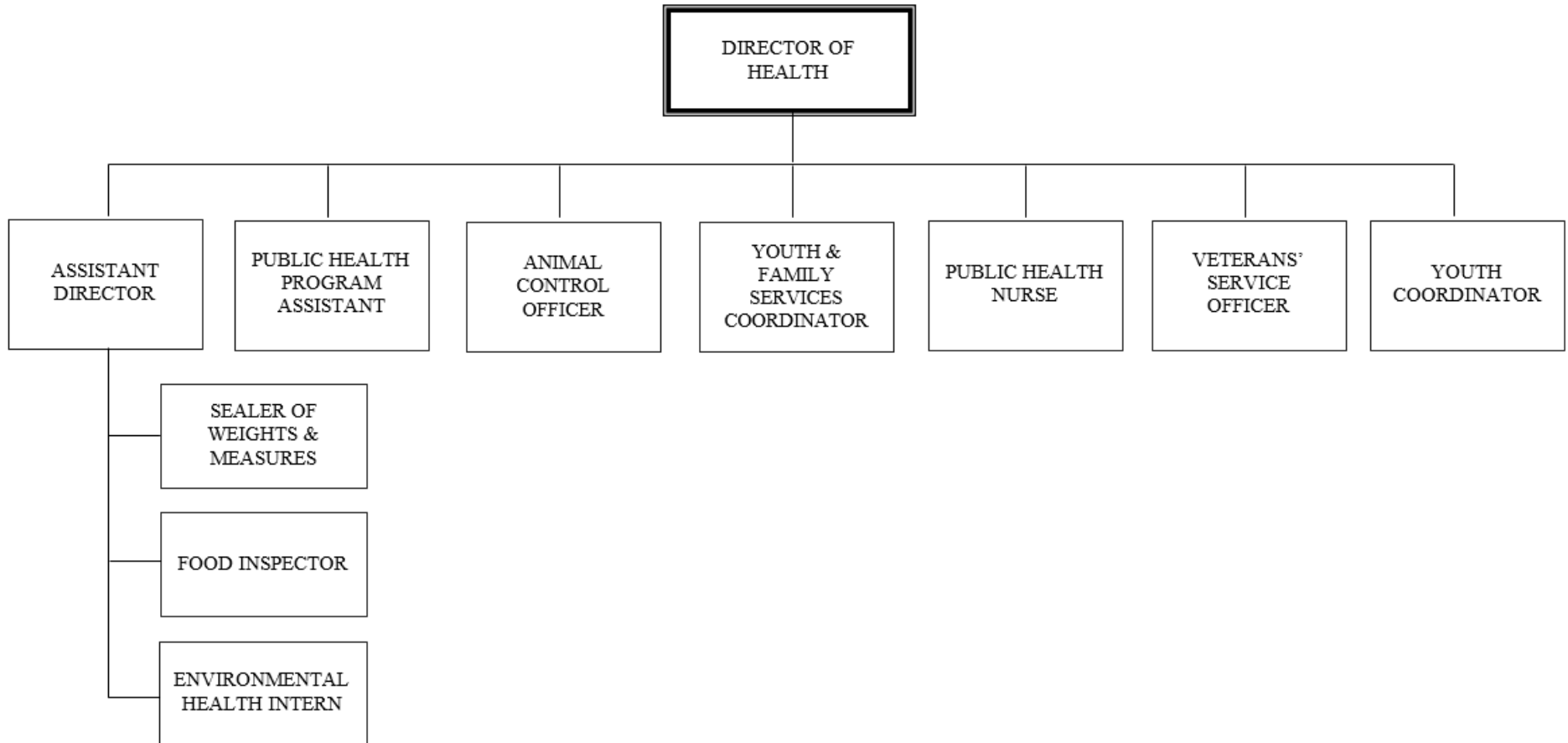
- Coordinating Senior Trips with several local Councils on Aging.
- Coordinating space for a variety of other Town programming at the center including elections.
- Sharing transportation resources with Recreation Department's SPORT program and offering that program social service consultations and sharing of- the fitness room.
- Coordinating with public safety officials on emergency and disaster preparedness, both for specific events and long term planning.
- Coordinating with public safety officials on crime prevention services and educational programming.
- Providing the community with a haven from heat and other special environmental events.
- Coordinating with health and public safety officials on social service interventions for residents at risk of a variety of health hazards. The COA chairs the Safe and Healthy Housing Planning Group where there is multi-departmental problem solving on individual cases as well as activism to improve protocol and policies on a system-wide bases. Grant opportunities are pursued.
- Coordinating with Board of Health on a variety of initiative including the current efforts to tackle the opioid epidemic.
- Coordinating with Belmont Municipal Light Department, Community Development and Assessors' Office to improve residents' financial circumstances and to enable them to remain in Belmont. For example, the Assessor's office participated in seminar for seniors on tax credits available to them.
- Coordinating with Veterans' Services, which includes monthly veterans' breakfast for senior vets, coordinating benefits for vets, an annual Veterans' Day Breakfast and other social and cultural events that are focused on veterans.
- The COA partners with different schools in the School Department to provide cultural programming for all generations at the Center and inter-generational programming elsewhere in the community. Formal programs were coordinated with the high school as were projects with individual students. BSD has coordinated with the COA to fix the stairs at the high school pool so that the senior swim program can be re-established. The BSD Music Department was particularly pro-active about joint programming, thus qualifying it for the COA's Excellence in Intergenerational Programming for 2017.
- The COA continues to partner with the Library on a variety of projects. These projects include: COA participation in the One Book One Belmont planning group, availability on Center grounds of a Little, Free Library and Books on Wheels program for homebound seniors. The COA partners with both the library and the Belmont Media Center on a popular project to record peoples' stories in Belmont.
- The COA partners with the Belmont Media Center in other ways as well. The Belmont Media Center provides technical support for COA programming and the center. The COA also provides educational programming as requested. There are 2 cable shows run by senior volunteers. The Center has benefitted from allowing Belmont Media Center regular access for taping programs there.



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. Over the summer months the COA is the agency responsible for social work needs in the Town.
- Programs Intergenerational programming is planned throughout the entire calendar year. It includes the yearly ice cream social and a variety of artistic/creative programming with the Belmont school community, such as after-hours dramatic productions that are family friendly and opportunities for young musicians, individually or in ensembles, to practice performing to adult audiences, especially designed inter-generational programming that enhances young peoples' understanding of previous generations and the life cycle.

HEALTH DEPARTMENT



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Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY20	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>	<u>FY2021</u>	<u>SAL</u>
Health Department												
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 102,796	1.0	\$ 102,796	1.0	\$ 103,824
Assistant Health Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 76,378	1.0	\$ 76,378	1.0	\$ 77,142
Program Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,331	1.0	\$ 72,331	1.0	\$ 72,331
Social Worker	0.4	0.4	0.4	0.4	0.4	0.4	0.4	\$ 30,159	0.4	\$ 30,159	0.4	\$ 30,461
Youth Coordinator	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 25,243	0.5	\$ 25,243	0.5	\$ 25,495
Environmental Health Intern (Summer)					0.1	0.1	0.1	\$ 4,500	0.1	\$ 4,500	0.1	\$ 4,500
Animal Control Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,101	1.0	\$ 63,101	1.0	\$ 63,732
Veterans Officer	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 41,444	0.5	\$ 41,444	0.5	\$ 41,858
Total	5.4	5.4	5.4	5.4	5.4	5.4	5.5	\$ 415,952	5.5	\$ 415,952	5.5	\$ 419,343

Vacant or changes to position

Health Department



HEALTH DEPARTMENT

OVERVIEW:

Budget Overview:

	FY20	FY21	\$ Change	% Change	FY21 FTE
Total Salaries	\$417,702	\$421,080	\$3,378	0.8%	5.5
Total Expenses	\$177,133	\$178,639	\$1,506	0.9%	
Grand Total	\$594,835	\$599,719	\$4,884	0.8%	

Submitted by: Wesley Chin

Program Responsibilities:

The Health Department improves the health and quality of life for all Belmont residents through the enforcement of local and state environmental health regulations. The department also provides health information to the community to help prevent disease and to promote better health. These objectives are achieved through the collaborative efforts of the department's five divisions.

Divisions:

- Environmental Health
- Animal Care and Control
- Social Services
- Disease Control
- Administration

Environmental Health:

The Environmental Health division is responsible for the enforcement of mandated State Sanitary Codes. These duties include inspection of restaurants and other food service facilities, and inspection and enforcement of minimum standards for housing, pools, recreational camps, and subsurface sewage. Other responsibilities include investigation of foodborne illness, vector control (mosquito abatement, rodent control) and nuisance complaints received from the public (i.e. trash, noise, odors, electric sanding, overgrown lawns, nuisance wildlife, etc.). The Director and Assistant Director conduct plan reviews, administer and monitor grants, advise the Board of Health on policy development, and represent the Board of Health at court proceedings.



Animal Care and Control:

The Animal Control Officer (ACO) enforces local and state regulations related to the humane care and control of animals. The primary duties of the ACO include rabies control in domestic animals, investigation of reports of animal cruelty, review of complaints such as prolonged barking and animal bites, quarantine of animals that have bitten or have been bitten by other animals, and inspection of chicken coops, barns, exotic animals, and kennel facilities. Additionally, the ACO provides education in domestic animal care and control and is also available for wildlife presentations. The ACO facilitates conflict resolution regarding cohabitation with wildlife.

Social Services:

The Social Services division consists of three programs: Youth and Family Services, Veterans Services, and Youth Commission. The Youth and Family Services Coordinator provides an array of social services such as clinical crisis intervention, routine clinical consults, linkages to resources, and community education programs, as identified through needs assessments. The Veterans Service Officer (VSO) assists and provides services to qualifying veterans and their dependents in accordance with the Commonwealth's Department of Veteran's Services. The VSO helps to identify the needs of veterans, links them to available services, and is involved in the coordination and/or collaboration and participation of ceremonies and parades honoring veterans. The Youth Coordinator was a new addition to the department in FY19. The Youth Coordinator works with the Youth Commission to coordinate events, programs, and activities for the Town's youth that focus on promoting healthy behaviors.

Disease Control:

The Disease Control division investigates and monitors disease outbreaks, oversees and coordinates seasonal flu vaccinations, provides health education, and participates in public health emergency preparedness activities. Disease surveillance and outbreak management is reported and tracked online through the Massachusetts Virtual Epidemiologic Network (MAVEN). Many of the tasks and duties listed above are performed by the Public Health Nurse, who is not an employee of the Town of Belmont; the registered nurse (RN) works sixteen hours per week for Belmont through a contract with the Town of Lexington.

Administration:

There are many administrative tasks associated with the five divisions within the Health Department. The Public Health Program Assistant coordinates, processes, and distributes health permits for food service establishments, pools, and recreational camps for children, septic installations, animals, temporary dumpsters, and burial permits. The Program Assistant logs and dispatches calls, serves as a clerk to the Board of Health, and provides administrative support for all Health Department programs.

Staffing by Function (FTE)	Total	% of Total
Animal Care and Control	\$70,976	11.8%
Environmental Health	\$224,304	37.4%
Veterans/Youth and Family	\$174,447	29.1%
Disease Control	\$43,033	7.2%
Admin	\$86,959	14.5%
Total	\$599,719	100.0%



FY19 Accomplishments

- In FY19, in an effort to help reduce expenses, the department did not renew its contract for Sealer of Weights and Measures services shared with the Town of Arlington. The department instead contracted an independent Sealer, to provide the town with Weights and Measures services, and program administration and billing is handled by our Public Health Program Assistant.
- In FY19, Mt. Auburn Hospital awarded the department a \$2,500 Community Benefit Grant to sponsor a community series about teen stress and anxiety management for parents.
- In FY19, the department welcomed Diana Ekman (Assistant Health Director), Suzanne Trasavage (Animal Control Officer), and Tianna Watson (Youth Coordinator) as new additions to the department.
- In FY19, the department successfully piloted a free sharps disposal program for Belmont residents.
- In FY19, The Health Department worked with the Office of Community Development to update local requirements for home renovations that involve removal of asbestos and/or lead containing materials.

FY20 Accomplishments

- The department received a \$5,000 Community Benefit Grant from Mt. Auburn Hospital to help with Youth Commission initiatives.
- Health department staff developed and led training sessions for food service workers from local restaurants and Belmont Public Schools, in response to the Massachusetts Department of Public Health's adoption of the 2013 FDA Food Code
- Health department staff worked with the Belmont Public Schools Department of Food Service to have its food service employees certified in CPR and Choke Saving.
- Health department staff collaborated with the School Resource Officer at Belmont High School and staff from Health Resources in Action to host an education seminar for parents about the dangers of e-cigarettes and vaping.
- Health Department staff participated in a regional emergency preparedness training exercise to prepare for a mass vaccination event such as a widespread flu pandemic.
- The contract with the Town of Lexington for shared Public Health services was renewed.
- The Animal Control Officer (ACO) worked with the Recreation Department to update rules and signage for the Off Leash Dog Program.



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- The ACO created a new Facebook page for “*Belmont MA Animal Control*” to communicate information to the community about: lost and found pets, local happenings and educational opportunities.
- The ACO worked with Missing Dogs Massachusetts to humanely locate and capture a newly rescued dog that had just been adopted and delivered to a Belmont resident. This dog spent 30-days outside, on the run, in Belmont and neighboring communities.
- The ACO introduced the Animal Rescue League’s “Too Hot for Spot” campaign to Belmont residents. This campaign focuses on educating pet owners about the importance of NEVER leaving a pet inside of a car during extreme temperatures.
- The ACO offered a Summer Internship Program to 2 individuals who were interested in pursuing a career working with animals.
- The Youth & Family Services Program Coordinator applied for the 2nd year of a grant through the Mass Council on Aging to run the 50+ Job Seekers Networking Group, which helped a total of 99 job seekers, aged 49-87, our first year. Biweekly meetings facilitated by a Career Coach include networking, support, education and speakers, coordinated by the Co-Facilitator. The grant includes funding for the Facilitator, supplies and in kind support from the Co Facilitator.
- For the 5th year in a row the Youth & Family Services Program Coordinator received funding to run an 18 week Intermediate Decluttering Program, which includes weekly group educational and support meetings, clutter coaching and speakers. A new Buried in Treasures Support Group is also being offered to a new cohort of residents. Grant funds include payment for a group Facilitator, Clutter Coach and Speakers, with In Kind support from the Coordinator.
- The Youth & Family Services Program expanded the yearly holiday gift drive for Belmont children and teens in need, receiving 38 specialty gift requests, along with generous donations of hats/scarves/gloves/clothing to distribute. Holiday meals and extra special donations were also distributed. Each year more community members come forward requesting to give back to the community during this time of year.
- On November 2, 2019 the Town of Belmont opened with great celebration and honor the newly refurbished Belmont Veterans Memorial at Clay Pit Pond. The Belmont Veterans Memorial originally opened in 1940 as gift from the American Legion. The new memorial honors all Belmont service members who died while serving the nation in all wars from the Civil War through the War on Terrorism. The VSO served on the Belmont Veterans Committee and worked in collaboration with the Belmont Veterans Committee to plan, organize, facilitate and conduct the dedication ceremonies. The VSO also had the distinct honor to MC the event and to introduce and recognize the event participants.
- On November 2, 2019, the VSO provided logistical support and served as the MC at an event to rededicate and rename Town Field in honor of Sgt. Edward “Teddy” Lee a beloved Belmont resident who died while serving the country in Vietnam during a second tour of duty.
- The Town of Belmont VSO saw a significant increase in the number of VA Eligibility and Enrollment inquiries (approx. 20+) and successful enrollments (15) into the VA Health System in Bedford MA. Additional enrollments were also made into the Jamaica Plain VA Healthcare System in Boston. This increase was largely due



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to direct referrals from existing supported Belmont Veterans who made referrals to the VSO. Additional referrals came from veterans who participate in the Belmont Veterans Coffee Hour held each 3rd Friday of every month.

- For the sixth consecutive year, the Health Department administered a summer internship program to focus on community sanitation issues.
- The Department continued to work with the Information Technology Department to expand the use of the People Forms program for administration of additional health permits and inspection categories.

Department Budget:

The chart below provides a general overview of the functional costs for the Department. Salaries represent direct payment to employees. Other is an estimated distribution of the operating expenses for each division. For instance, other costs for Animal Control include equipment, vehicle maintenance, gas, veterinary services, kenneling, and laboratory fees. Social Service other costs include expenses associated with Veteran Chapter 115 benefits, ceremonies, conferences, grave markers, and flags.

Other costs under disease control include, but are not limited to, the contract for the Public Health Registered Nurse, medical supplies, and physician standing orders. Other costs for Environmental Health include mosquito control, sharps disposal, and equipment necessary for housing, restaurant, and pool inspections. Administration other costs include office supplies, forms, and similar office support equipment.

FY21 Budget	Salaries	Other	Total	% of Total
Animal Care & Control	\$ 63,101	\$ 7,875	\$ 70,976	11.8%
Environmental Health	\$ 183,674	\$ 40,630	\$ 224,304	37.4%
Youth & Family/Veterans	\$ 96,846	\$ 77,601	\$ 174,447	29.1%
Disease Control		\$ 43,033	\$ 43,033	7.2%
Administration	\$ 77,459	\$ 9,500	\$ 86,959	14.5%
Capital Outlay (Other - Digital Health)	\$ -	\$ -	\$ -	0.0%
Totals:	\$ 421,080	\$ 178,639	\$ 599,719	100.0%

Staffing and Structure:

The Health Department has four full time employees that include a Director, Assistant Director, Animal Control Officer, and Public Health Program Assistant. Part time employees include a 20 hour per week Youth and Family Coordinator/Social Worker, a 26 hour per week Veterans' Services Officer, and a 19 hour per week Youth Coordinator. For the past six years Department staff has also included a seasonal environmental health intern, whose primary task is to resolve nuisance complaint investigations. The Department's Public Health Nurse is an employee of the Town of Lexington who is shared with Belmont for 16 hours per week through a professional



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service contract. The FTEs recorded on this report exclude the Public Health Nurse. 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 Services Coordinator, Animal Control Officer, and Public Health Nurse spend much of their time out of the office on inspections, investigations, home visits, vehicle patrols, disease investigations, and other clinical activities.

Health Department FY 21 - FTE	
	Total
Director	1
Assist. Director	1
Administrative Assistant	1
Animal Control Officer	1
Youth and Family Services	0.5
Veterans' Services Officer	0.5
Youth Coordinator	0.4
Summer Environmental Intern	0.1
	5.5



GOALS, PROGRAM PERFORMANCE MEASURES AND DESCRIPTION OF FUNCTION:

Program Service: Environmental Health

1. Goals

- a. To provide a safe and healthy environment for the residents and visitors of the Town of Belmont.
- b. To comply with the Commonwealth of Massachusetts' regulations to conduct inspections to ensure safe and sanitary conditions in: food service establishments, housing, recreational camps for children, semi-public and public pools, subsurface sewage systems and numerous other mandated responsibilities.
- c. To participate in regional training activities for disaster preparedness and response in order to be prepared to assist Belmont Emergency Management Agency (BEMA) and/or our regional partners in the event of a local natural environmental disaster or disease outbreak.
- d. To coordinate, track and monitor departmental, regional, and collaborative programs in the areas of mercury, lead, and sharps disposal; and vector control.
- e. To respond to complaints from the public regarding: nuisances, rental housing, and food borne illnesses through environmental health investigations and enforcement actions.
- f. To inform and advise the Board of Health regarding activities, policy and regulation development and health initiatives.

2. Program Performance Measures

Environmental Health Performance Measures	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Food Establishment inspections and re-inspections conducted as required by the Mass. Food Code.	225	225	250	250
Plan Reviews (restaurant, variances, Title 5, etc.	10	10	10	10
Housing Inspections and re-inspections as required by MA Housing Code	29	30	30	30
Other Inspections: Pool, r-DNA, tanning, camps, etc.	19	19	19	19
Investigations of Nuisance Complaints	129	150	150	150
Tobacco Compliance Checks	28	28	14	28

3. Detailed description

The primary function of the Environmental Health division is to conduct State Sanitary Code inspections and environmental health investigations. The Department provides oversight for a wide range of environmental factors that impact the health, safety, and well-being of the public. Through enforcement of the State Sanitary Code,



590.000, the Department conducts inspections to verify that the minimum standards for retail food sales are met at restaurants, grocery stores, and other food service establishments. Food establishments are regularly inspected 1-3 times per year, based on the level of risk involved with foods offered for sale at a particular site. Additional inspections are conducted in response to general complaints and reports of food borne illness, as received. Safe and sanitary housing is a necessity for healthy living and unfortunately, substandard housing conditions are more prevalent as the region experiences a shortage of affordable housing options. This has resulted in more requests for inspection of deficiencies in rental housing and calls for concerns about squalor and hoarding in homes. The Department also conducts investigations for nuisance complaints such as the improper storage of trash, overgrown lawns, and rodent activity, which may sometimes result in an order for corrective action. Fines, court orders, and/or Board of Health hearings may also be necessary before compliance is achieved. Other routine inspections include, but are not limited to, subsurface water treatment systems, semi-public and public swimming pools, recreational camps, and recombinant DNA research facilities. Retail tobacco sales establishments receive compliance checks to verify that they are not selling any tobacco or nicotine delivery products to those under the age of 21. Childhood lead poisoning prevention laws are enforced in collaboration with the Department of Public Health. Additionally, the Board of Health has a history of adopting proactive regulations to address other nuisance conditions such as abrasive blasting/sanding and disease prevention initiatives that are realized and enforced through environmental health investigations. Environmental health issues often overlap and issues such as air quality and noise pollution are addressed through the multiple agencies on the local and state levels. Solid waste management is handled by the Department of Public Works, but the Health Department is charged with the free collection and disposal of residents' sharps and household mercury and lead products. Emergency preparedness is realized through a collaborative grant and in the event of extreme weather or chemical/biological incidents, the Department is ready to provide residents with treatment, mass vaccinations, and prompt health-related information. The Department partners regionally with the East Middlesex Mosquito Control Program to monitor mosquito borne diseases and to prevent their spread through larvicide applications in catch-basins throughout the Town.

Program Service: Animal Care and Control

1. Goals

- a. To meet all mandated requirements and duties of a municipal animal inspector as specified by the Commonwealth and as regulated by the Massachusetts Department of Agriculture. This includes rabies control, issuance of quarantine orders, inspection of barns and chicken coops, and investigation of animal bites.
- b. To offer residents of the Town an affordable means of animal care through an annual low-cost rabies clinic for cats and dogs and to provide vouchers for no-cost spay/neuter services under the Commonwealth's Massachusetts Animal Fund.
- c. To enforce Town bylaws related to responsible pet ownership and to educate and engage the community to help with compliance.
- d. To collaborate with the Recreation Department to oversee the Off Leash Dog Program.

2. Program Performance Measures

Animal Care and Control Performance Measures	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Animal quarantine orders served	21	30	30	30



Animal Investigations (lost and found, complaints, injuries and rescue)	535	1,500	1,500	1,500
Chicken/barn and kennel inspections	23	25	25	25
Community Educational Programs	0	5	6	5
Rabies Tests (Wildlife)	4	10	10	10

3. Detailed description

The primary responsibility of the Animal Care and Control division is rabies control, which involves the issuance of quarantine orders to any animal that may have been exposed to the rabies virus through a bite wound. Possible rabies cases frequently involve exposure to bats, which typically results in the bats being collected, euthanized, and tested for rabies at the William A. Hinton State Laboratory. Animal calls include illness and injury reports, dog bites, wildlife sightings, lost and found cats and dogs, noise reports from prolonged barking, and occasional reports of cruelty. The ACO conducts annual inspections of chicken coops, barns, and exotic animals in Belmont. The ACO spends a great deal of time patrolling the town for violations of the bylaws and responding to dispatch requests from the Police and Health Department. An annual rabies clinic is held every spring for dogs and cats. In FY20 the ACO was able to link qualifying residents to spay/neuter services offered at no cost under the Mass Animal Fund. The ACO's duties also include kennel inspections and development of emergency preparedness action plans. Residents depend on advice and education, offered by the ACO regarding wildlife matters and oversight of the Off Leash Dog Program.

Program Service: Social Services

1. Goals

- a. To provide assistance and connections to resources for residents who require counseling and/or resources to obtain food, shelter, and utilities so they can maintain an acceptable and safe lifestyle.
- b. To provide counseling and healthy behavior based programs to youth and families; and to provide resources and referrals for clinical and crisis-based services to individuals and families, where appropriate.
- c. To provide assistance to Belmont veterans and their surviving spouses or family members, and to provide referrals to State and Federal benefit programs, where necessary.
- d. To expand existing collaborations and form new partnerships with colleagues in other Town Departments and neighboring communities by sharing grants and resources to address community, social, and mental health needs as a region.
- e. To develop, organize and implement interactive events that promote community involvement and healthy development for Belmont youth.
- f. To gain a deeper understanding of what challenges are faced by our youth today and to be able to better advocate for them.



2. Program Performance Measures

Social Services - Performance Measures	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Clinical services, referrals, case management, consultations	107	150	150	150
Intergenerational social programs	6	10	10	10
Youth services programs	5	8	8	8
Total Veterans Home Visits/office consultations	348	350	350	350
Veterans' Ceremonies and Events	19	19	19	19

3. Detailed Description

There are three programs within the social services division of the Health Department: Youth and Family Services, Veteran’s Affairs, and Youth Commission. The Youth and Family Services Coordinator works twenty hours (20) per week with the Health Department and twenty hours (20) per week with the Council on Aging (COA), for 42 weeks per year. In many cases, the Youth and Family Services Coordinator sees clients with cross departmental needs as they also fall under the COA. The current Youth and Family Services Coordinator is a fully licensed independent clinical social worker (LCSW) and provides services in a cross departmental model to achieve a higher level of efficiency and continuity.

The Youth and Family Services Coordinator offers initial individual counseling services and crisis intervention, referrals for basic needs, and linkages to ongoing counseling needs. The Coordinator works in collaboration with the Belmont Light Department, the Food Pantry, the Salvation Army, the Belmont Affordable Shelter, and other agencies within the region. The Coordinator offers professional support to Fire, Police, and Belmont Schools for cross departmental matters and works collaboratively on hoarding cases identified through the Healthy Housing Working Group. The Coordinator applies for grants to supplement mental health initiatives that can be used to address residents’ needs that have been identified through assessment surveys. The Coordinator works in partnership with the Belmont Public Schools to promote health and wellness programs and represents the Health Department at various committee meetings related to hoarding and substance abuse. The Youth and Family Services Coordinator also oversees popular annual service programs such as the Holiday Gift Drive, Meal Delivery Drive, Golden Shoes, and the Peeps Diorama Contest.

In FY20 the Veteran’s Service Officer (VSO) position was increased to from nineteen (19) to twenty-six (26) hours per week. The VSO is tasked with providing comprehensive professional veterans’ services to any veterans and their dependents who reside in the town, as mandated by state law M.G.L. Chapter 115. This requires significant independent judgement, initiative, and attention to detail regarding a wide range of confidential information. The number of veterans that will qualify for assistance varies in any given year. The VSO reviews and processes benefit claims for veterans, advocates on behalf of veterans for a variety of requests for support and referrals, and prepares all recipients’ requests for re-certification annually. The VSO organizes, coordinates, and executes annual public



events such as the Memorial Day Parade, Purple Heart Ceremony, Veteran's Day exercises with the schools and local VFW, and collaborates with the Council on Aging to plan and host the Veteran's Breakfast and monthly Veteran's Coffee Hour. In addition, the VSO coordinates flag and marker placement on the veterans' graves annually. This year the VSO worked closely with the Belmont Veterans Committee to plan, organize, and facilitate dedication ceremonies for the newly refurbished Belmont Veterans Memorial at Clay Pit Pond. It is important to note that at this time, 75% of the eligible financial assistance provided by the town for Veterans is currently reimbursed by the Veteran Services Administration of the Commonwealth in the following year.

The Youth Coordinator was a new addition to the Health Department in FY19. The Health Department provides administrative support for the Youth Coordinator, whom works nineteen (19) hours per week under the direction of the Youth Commission. The Youth Commission is charged with the responsibility of creating programs as well as giving advice on behalf of the youth of Belmont. The Youth Coordinator is responsible for fusing this connection through the development of meaningful events for Belmont Youth. The Youth Coordinator collaborates with Belmont Housing to plan monthly events that promote community involvement and wellness. Additionally, the Youth Coordinator hosts monthly social gatherings for parents to help the Youth Commission obtain a better understanding of what youth and families wish to see from our events. More collaborations with other town departments such as Recreation, Belmont Housing, Belmont Police Department, Belmont Library, Belmont Fire, etc., can be seen by the Youth Commission. Additionally, the Youth Coordinator is responsible for maintaining a balanced budget for events. In order to effectively do all of this, the Coordinator spends a significant portion of their time soliciting donations from local businesses, researching and applying for grants, and is dependent upon in-kind collaborations with members of the community.

Program Service: Disease Control

1. Goals

- a. To continue to partner with the Public Schools and BEMA to provide vaccinations for residents of Belmont that are underinsured and/or do not have health insurance.
- b. To investigate and follow-up reported cases of communicable disease(s), take appropriate actions to prevent disease transmission and to safeguard the health of residents and visitors as necessary.
- c. To provide health education materials, notices, and alerts concerning all health programs via social media, the town website, and local newspapers.

2. Program Performance Measures

Disease Control - Performance Measures	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Flu vaccinations provided to Town of Belmont Residents/Employees.	223	225	225	225
Regional Emergency Planning meetings, drills, and other Public Health outreach activities	12	12	12	12



Number of communicable disease(s) investigated within time limits established by the Department of Public Health.	178	150	150	150
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3. Detailed Description

This service area is accomplished through the efforts of the Public Health Nurse (RN), who is not an employee of the town, but works for the town through a professional service contract with the Town of Lexington. There are approximately eighty communicable and infectious diseases that are reportable in Massachusetts. When any of these diseases are contracted by a resident, their physician notifies the Massachusetts Department of Public Health (DPH). In turn, DPH notifies the local Health Department. This system of communication is accomplished efficiently through the Massachusetts Virtual Epidemiologic Network (MAVEN), a DPH sponsored electronic medical records keeping program. The Department's RN investigates and monitors cases in order to prevent the spread of disease to the public. In the past, the Department has coordinated and hosted community flu clinics. However, due to a decrease in attendance numbers and an increase in competing services (i.e. pharmacies, super market, and local doctor's offices), the town has not hosted a community clinic in a recent years. The Department still receives a small supply of flu vaccine from DPH for the purpose of providing flu shots to any Belmont individuals and/or families that are underinsured or uninsured. Additionally, the Public Health Nurse coordinates several Town employee flu clinics, with the assistance of Star Market's Osco Pharmacy, which continue to be well-attended every year. Public Health education is another part of the RN's tasks. The RN regularly helps answer residents' questions about a wide variety of health issues. The RN also serves as a resource for school nurses and preschools whenever health information is needed about lice and environmental exposures. The RN is occasionally involved with housing cases for their professional opinion on occupant needs and is very involved with the regulatory aspects of recreational camps for children.

Program Service: Administration

1. Goals

- a. To provide administrative services for all programs in the Health Department.
- b. To provide all bookkeeping related to the department budget and monitor the budget for potential discrepancies between budgeted and actual expenditures and receipts.
- c. To coordinate application, processing and bookkeeping of public health grants submitted and/or received.
- d. To schedule, prepare, and record monthly Board of Health meetings and activities.
- e. To administer all health department applications and requests for licensure, permits, plan reviews, and variance requests.

2. Program Performance Measures



Administration - Performance Measures	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Grants and Regional Programs	1	2	2	4
Board Of Health Meetings	12	12	12	12
Burial Permits	104	100	100	100
Dumpster Permits (Temporary & Annual)	307	375	375	375
Food Service Permits Issued (annual, seasonal, temporary, catering)	228	200	200	200
Other Permits Issued (pool, tanning, r-DNA, animal, haulers etc.)	89	80	80	80
Sharps Disposal	140	100	100	100
Tobacco Permits	14	14	14	14

3. Detailed description

The Director and Assistant Director manage all programs that are housed in the divisions of Environmental Health, Disease Control, Animal Control, and Social Services with a great deal of support from the Program Assistant. The Board of Health is advised by the Director regarding policy and regulation development, program directions and any current health initiatives that must be addressed in order to maintain, improve or protect the public health. The day to day administrative duties of the Health Department are handled by the Public Health Program Assistant. Administration is considered a division in itself due to the abundance of permits processed, accounts managed, and grants monitored by the Program Assistant. The Program Assistant reviews and processes burial permits, handles daily phone calls, tracks Board meeting minutes, coordinates meetings, maintains the Department's web page and social media accounts and handles a variety of bookkeeping duties including the FY19 addition of billing for Weights and Measures services. The Program Assistant manages sharps disposal collection and pick-up, mercury and lead battery disposal, temporary dumpster permits and edits documents for all staff members. Animal Control dispatch and response is a crucial task for the Program Assistant that takes coordination and attention to detail due to potential rabies exposure.

Youth Commission - Performance Measures - *Position began November 2018	FY 19	FY 20	FY 20	FY 21
	Actual	Budget	Estimated	Budget
Events	5	12	12	12
Youth Commission Public Meetings	12	12	12	12

SUMMARY:

Innovation and Initiatives:

The Department continues to cross train its employees to address new and ongoing public health initiatives. For example, the Public Health Nurse (RN) is both a registered nurse and a registered sanitarian who participates in assorted environmental related tasks throughout the year. The RN continues to assist in environmental related



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programs such as recreational camp inspections, swimming pool evaluations, and food related disease investigations. The Director and Assistant Director are licensed animal control inspectors and are thus available for animal quarantine duties when the Animal Control Officer is not available. The Public Health Administrator (Admin), as part of the public health emergency response program, has completed National Emergency Management trainings which qualify the Admin to respond to regional call-down drills and dispatch for the Department. Through Community Capacity Building Grants from Mount Auburn Hospital, the Department was able to host community conversations with parents about teen stress and anxiety and vaping.

As in the past fiscal years, the Department continues to participate in regional collaborations and grants whenever possible to expand services to the Town. The Department is now part of a seven town Massachusetts Department of Public Health sponsored project (Arlington, Brookline, Norwood, Randolph, Stoughton, and Watertown) that provides residents with youth tobacco use prevention and compliance inspections. The Department also continues to participate in a similar collaborative with Brookline, Waltham, and Watertown to address underage drinking. The Department also received funds from Mt. Auburn Hospital's Community Benefit Grant to sponsor community education seminars about teen stress and anxiety and other youth based programming offered through the Youth Commission. The Department is part of a 27-community emergency preparedness response collaborative, a regional mosquito control district, and a mutual aid agreement for emergency animal control situations. We work collaboratively with other Departments to address housing issues, substance disorders, veteran affairs, and community sanitation issues. The Department reviews licensing/permitting/services fees on an annual basis and makes changes, as necessary, to better represent the work performed by the Department. We also utilize social media and the Town website to provide time sensitive information and alerts to residents.

Opportunities:

The Department will continue to explore opportunities for grants to supplement the budget in order to provide additional services. As previously noted, the Department is involved with several ongoing regional grants. Regional efforts and collaborations are a key success. The Department works constructively with other Town Departments on projects, task-forces, plan reviews, housing and hoarding, rodent control, transient gatherings, rentals for the Beech Street Center, Mass grants for electric cars, etc. The emergency response collaborative (4B) officially expanded their service district to be part of a 4A/4B model, which is a larger Health and Medical Coordinating Coalition (HMCC) that now includes a wider distribution to partners at local hospitals and emergency medical services. The Department shares resources with other towns for nursing services, sealer of weights and measures services, mosquito control and more.

The Department continues the use of professional services to build its capacity. The Department contracts qualified food inspectors to conduct routine food service inspections. Subcontracting has freed up time for the Department's staff to apply for grants and to work on other health initiatives, such community education about rodents and mosquitos, and hoarding and squalor cases, without requesting a supplementary budget for additional personnel. While the Department continues to recognize the need for additional environmental health trained personnel to assist with complaint and nuisance investigations and health education, at this time, the expanded professional services can be fulfilled without a budget increase. Supplemental funding for a seasonal public health intern was approved for FY 2015 and continues to be included in the annual budget. The environmental health intern again proved to be an invaluable member of the Health Department team this summer and fall meeting community requests for inspections and information regarding rodent prevention and control.

Challenges:

The Department strives to work with the resources it has in order to provide the best service to the public. However, as the Town grows, the ability to fully address increased public health needs for all age groups will continue to be a challenge without additional employees, resources and community involvement. It is a challenge for



the Department to begin new projects and address emerging public health initiatives when it is already extremely busy with required services, day to day activities, and priority deadlines. Grants provide a great opportunity for the Department and the residents of Belmont, but implementing them often presents a challenge due to limited personnel.

The Department continues to experience an increase in complicated housing issues and nuisance complaints that result in time consuming investigations. Many of these cases are referrals from First responders such as Police and Fire. Mental health issues are often not visible until they emerge as housing violations. Due to the continuous increase in housing and nuisance complaints, and the amount of resources spent on these cases, the Department does not have the capacity to adequately implement health prevention education programs to its liking.

Belmont is not immune to national public health challenges such as the vaping epidemic and accessible affordable housing, both of which have hit Massachusetts hard. These challenges are complicated and will require a large multi-jurisdictional approach regionally and a wide interdepartmental and community response locally in order to properly address. Sometimes challenges such as these appear distant, or are not recognized as significant, in communities such as ours; where there is often awareness about the topic of concern, but concerns about privacy can sometimes serve as a barrier to addressing the issue. The threats are still there, even if less visible than in neighboring communities. The Department will continue to serve as a conduit for linkage to local and regional services and as an avenue for increasing community dialogue of public health topics. The Department will continue to stay informed and provide help and assistance to all residents in need within its capacity and through its many partnerships and collaborations.



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DEBT SERVICE

OVERVIEW:

FY20 Budget	FY21 Budget	\$ Change	% Change
\$ 10,349,807.00	\$ 15,560,211.00	\$ 5,210,404.00	50.3%

The primary purpose of this allotment is to finance the debt service on all Town issued bonds with the exception of the Belmont Municipal Light Department (BMLD), which is managed by the Select Board acting as the Light Board. Improvements to the electrical system, including the future substation on Flanders Rd. are funded through the Light Department budget. However, the bonds issued for the substation project are issued by the Town of Belmont.

In addition, principal and interest costs for water and sewer projects are budgeted within the water and sewer enterprise funds.

The funds budgeted in these costs cover debt service on a wide variety of projects, most all of which were approved by the voters as a part of debt exclusion overrides.

PROJECTS:

The following is a list of major projects that the Town is currently carrying debt for:

- Wellington Elementary School construction
- Beech Street Center construction
- Belmont Center Fire Station construction
- Belmont Fire Headquarters Station construction
- Town Hall Complex renovation
- Belmont Center Reconstruction Project
- Belmont High School Fire Alarm
- Underwood Pool
- Public Safety Radio System

- Belmont Middle High School
- Police and Public Works Buildings

RE-FINANCING:

Debt is managed in the Town Treasurer's Office who has the authority to re-finance Town debt. When it is in the best interest of the Town, the Treasurer has used this authority to re-finance current debt to achieve significant savings on several projects.

MATURING BONDED DEBT:

This allotment covers the cost of the principle payments on the Town's existing bonded debt with the exception of the Municipal Light Department, which budgets the debt service in the rate. The FY21 Budget for Principle Debt payments is \$6,790,500, which reflects the new debt issues for the Belmont High School, Police, and Public Works.

INTEREST ON BONDS:

This allotment covers the cost of interest payments on the Town's existing bond debt. The interest that the Town pays on its debt is determined primarily by the market conditions and the supply of bonds at the time of issue, the maturity schedule of the issue and the Town's credit ratings. The FY21 Budget Interest on bonds is \$8,697,211.

INTEREST ON TEMPORARY BORROWING:

This allotment covers the interest cost for short-term borrowing that the Town incurs on occasion prior to issuing permanent debt and is budgeted at \$72,500.



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State Assessments and Charges

FY20 Budget	FY21 Budget	\$ Change	% Change
\$ 1,862,912.00	\$ 1,923,501.00	\$ 60,589.00	3.3%

The Annual State Aid amounts include charges assessed by the State for various activities. The State Aid Assessments and Charges for FY21 total \$1,923,501 and are described below. These are estimates contained in the Governor's proposed Budget which reflect a 3.3% increase from FY20. Adjustments to these amounts may be made later in the State budget process.

Air Pollution Districts – This charge assesses municipalities for a portion of the costs incurred by the Department of Environmental Protection in monitoring air pollution levels and enforcing air quality standards at industrial, commercial, and institutional facilities.

Each municipality's share of the assessments is apportioned 50% on population and 50% on EQVs.

The Executive Office of Energy and Environmental Affairs oversee the Commonwealth's six environmental, natural resource and energy regulatory agencies. The overall mission of the Executive Office is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth. FY21 Budget estimated to be \$12,189.

Metropolitan Area Planning Council - The Metropolitan Area Planning Council (MAPC) is a regional planning agency serving the people who live and work in the 101 cities and towns of Metro Boston. MAPC's mission is to promote smart growth and regional collaboration.

The charge assesses municipalities in order to finance a Metropolitan Boston area-planning district to promote urban planning and respond to the common urban problems of Boston and outlying municipalities. Total assessment is apportioned among communities based on the community's share of the total district population. The FY21 Budget estimate is \$14,134.

RMV Non-Renewal Surcharge – This charge reimburses the Registry of Motor Vehicles for "marking" a license or registration for non-renewal due to non-payment of parking violations, motor vehicle excise, and abandoned vehicle costs. The FY21 Budget estimate is \$37,340.

The **Massachusetts Bay Transportation Authority** often referred to as the **MBTA** or **The T**, is the public operator of most bus, subway, commuter rail, and ferry routes in the greater Boston, Massachusetts area.

The MBTA is one of only two U.S. transit agencies that operates all of the five major types of terrestrial mass transit vehicles: regional (commuter) rail trains, "heavy" rapid transit (subway/elevated) trains, light rail vehicles (trolleys), electric trolleybuses, and motor buses

The authority is also funded by passenger fares and formula assessments of the cities and towns in its service area (excepting those which are assessed for the MetroWest Regional Transit Authority).

This charge is for services rendered to those cities and towns within the Authority, an assessment will be administered in order to maintain and operate regional public transportation.

Assessments are apportioned among communities based on weighted population shares of total district population. The FY21 Budget estimate is \$1,769,220.



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Boston Metro. Transit District – This charge assesses municipalities for the administrative costs and charges incurred by the Boston Metropolitan Transit District, also known as the Metropolitan Transit Authority (MTA). The FY21 Budget estimate is \$538.

Tuition Assessments

Charter School Sending Tuition – This charge assesses the sending municipality or regional school district for pupils attending a charter school district.

October 1st enrollments and expected growth are used to calculate preliminary estimates for early local aid proposals for existing charter schools.

Projected enrollments as of March 15th are used to calculate subsequent local aid proposal estimates and final cherry sheet assessments. Rates may also change as better estimated spending data are finalized.

Special Education – This charge partially reimburses the State for providing special needs education to children reenrolled in State Hospital Schools. The FY21 Budget estimate is \$691.

School Choice Assessment – This charge is to assess the sending municipality school district for pupils attending another school district under school choice. The FY21 Budget estimate is \$47,725.

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Revenues

<u>DESCRIPTION</u>	FY16 ACTUALS	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 RECAP REVENUES	FY21 REVENUES
A. REAL & PERSONAL PROPERTY TAXES						
TOTAL REAL AND PERSONAL PROPERTY TAXES	80,205,746	84,713,361	87,839,609	92,114,457	89,250,197	92,228,514
ALLOWABLE 2 1/2% INCREASE	-	-	-	-	2,231,255	2,305,713
NEW GROWTH	-	-	-	-	1,080,541	920,000
DEBT EXCLUSION	-	-	-	-	8,746,407	13,812,473
TOTAL	80,205,746	84,713,361	87,839,609	92,114,457	101,308,400	109,266,700
B. TOTAL LOCAL RECEIPTS						
OTHER TAXES						
MV EXCISE	3,378,163	3,459,382	3,540,003	3,703,726	3,454,255	3,652,823
EXCISE (MEALS)	215,740	215,828	236,554	250,949	229,279	233,865
PENALTIES AND INTEREST	295,849	213,158	345,150	378,529	330,000	330,000
PAYMENT IN LIEU OF TAXES	55,059	49,513	42,002	9,140	36,000	36,000
TOTAL OTHER TAXES	3,944,811	3,937,881	4,163,708	4,342,344	4,049,534	4,252,688
OTHER CHARGES FOR SERVICES						
AMBULANCE RECEIPTS	835,459	780,705	813,346	833,302	820,000	820,000
FEES						
FEES - TOWN CLERK	43,029	39,968	39,722	44,672	40,400	40,400
FEES - TREASURER	17,057	16,525	13,810	13,854	15,845	15,845
FEES-PARKING MARKING	26,904	20,500	25,750	28,330	29,715	29,715
DEPUTY FEES - CLEARING	(645)	650	(307)	(415)	1,365	1,365
FEES - APPEALS BOARD	8,200	5,050	7,750	8,600	7,070	7,070
ALARM FEES POLICE FEES	19,760	13,750	26,985	21,425	21,210	21,210

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Revenues

<u>DESCRIPTION</u>	FY16 ACTUALS	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 RECAP REVENUES	FY21 REVENUES
FEES-POLICE	2,599	2,045	2,760	582	3,030	3,030
FIRE MASTER BOX	15,225	10,325	22,250	18,250	18,180	18,180
FEES - FIRE	45,375	53,500	81,278	62,865	51,005	51,005
RENTAL FEES						
TOTAL FEES	177,504	162,313	219,997	198,163	187,820	187,820
OTHER DEPARTMENTAL REVENUES						
RENTALS COA / SELECT BOARD	28,295	14,450	28,309	17,308	17,500	17,500
OTHER LIBRARY	31,906	27,759	28,895	26,450	15,000	20,000
OTHER CEMETERY	92,654	125,172	105,940	104,385	100,000	101,000
OTHER RECREATION-PROGRAMS	978,049	1,000,565	1,016,511	1,070,388	800,000	1,035,250
OTHER SELECTMEN	29,299	32,500	29,341	34,094	30,000	30,300
OTHER TREASURER	915	724	851	742	-	-
OTHER ASSESSORS	350	55	350	-	250	253
OTHER POLICE (PD ADMIN. FEE)	40,268	45,529	88,899	67,733	40,370	40,774
OTHER HIGHWAY/RECYCLABLE/TRASH OVERFLOW BAGS	38,165	39,232	38,948	66,360	28,245	40,000
OTHER HEALTH	58,076	59,429	49,672	51,912	54,000	54,540
BUILDINGS DEPARTMENTAL	3,308	2,459	3,602	5,966	3,500	3,535
OTHER MISCELLANEOUS	7,024	9,959	1,658	5,774	-	-
Sub-total	177,405	189,887	213,321	232,581	156,365	169,401
TOTAL OTHER DEPARTMENTAL	1,308,309	1,357,833	1,392,975	1,451,112	1,088,865	1,343,151
LICENSES AND PERMITS						
LICENSES - SELECTMEN (ALCOHOL)	59,376	65,976	66,126	63,726	56,939	57,508
LICENSES - TOWN CLERK	45,201	43,618	42,851	41,318	46,460	46,925
STREET OPENING PERMITS	40,450	36,750	46,455	65,780	34,399	34,743
LICENSES - POLICE	121,843	96,283	85,465	78,845	111,100	112,211

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Revenues

<u>DESCRIPTION</u>	FY16 ACTUALS	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 RECAP REVENUES	FY21 REVENUES
LICENSES/PERMITS - BUILDING	1,139,689	924,587	1,321,814	1,095,961	1,032,525	1,042,850
TOTAL LICENSES & PERMITS	1,406,559	1,167,214	1,562,711	1,345,630	1,281,423	1,294,237
FINES AND FORFEITS						
COURT FINES	6,376	11,380	2,023	1,200	5,937	5,996
VIOLATION FINES POLICE	29,158	19,360	19,314	12,818	27,191	27,463
FALSE ALARM FINES - POLICE	6,235	3,435	4,385	6,110	3,106	3,137
PARKING FINES	144,542	167,990	209,370	234,675	201,500	203,515
TOTAL FEES AND FINES	186,311	202,165	235,091	254,803	237,734	240,111
EARNINGS ON INVESTMENTS						
TOTAL INTEREST	305,474	326,166	466,473	1,156,358	250,000	250,000
TOTAL LOCAL RECEIPTS	8,164,427	7,934,277	8,854,302	9,581,712	7,915,375	8,388,007
C. OTHER AVAILABLE FUNDS						
RECEIPTS RESERVED APPROP-PARKING METERS	90,000	90,000	90,000	90,000	105,000	105,000
UNRESERVED FUND BALANCE (Free Cash)	1,750,000	1,705,000	2,322,850	2,217,917	2,359,710	3,400,000
TRANS BOND PREMIUM AMORTIZATION	21,485	20,185	18,824	17,602	18,000	-
FUND BALANCE ABATEMENT & EXEMPT/OVERLAY	235,000	235,000	235,000	235,000	235,000	235,000
TRANS FROM LIGHT DEPT FOR TAX REDUCTION (PILOT)	650,000	650,000	650,000	650,000	650,000	1,650,000
TRANS FROM WATER FOR OPER COSTS	163,000	166,000	170,150	173,553	519,000	664,000
TRANS FROM SEWER FOR OPER COSTS	130,000	133,000	136,325	139,052	519,000	519,000
TRANS FROM LEFTOVER CAPITAL ITEMS	154,325	153,657	74,322	28,416	163,946	25,000
TRANS FROM PERPETUAL CARE FUND	-	-	-	-	-	-
CAPITAL ENDOWMENT FUND SPEC PROJ	125,000	125,000	125,000	125,000	125,000	125,000
TRANS FROM GENERAL STABILIZATION	-	-	-	1,340,341	2,403,105	-
TRANS FROM RECEIPTS RESERVED	-	1,084,200	-	-	-	-
TOTAL OTHER AVAILABLE FUNDS	3,318,810	4,362,042	3,822,471	5,016,881	7,097,761	6,723,000

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Revenues

<u>DESCRIPTION</u>	FY16 ACTUALS	FY17 ACTUALS	FY18 ACTUALS	FY19 ACTUALS	FY20 RECAP REVENUES	FY21 REVENUES
D. STATE AID						
SCHOOL AID CHAPTER 70	6,766,099	7,111,770	7,800,233	9,036,713	9,519,647	9,657,467
SCH CONSTR-STATE AID	-	-	19,578	-	-	-
CHARTER SCHOOL REIMB	4,194	15,688	1,633	20,834	3,157	10,067
GENERAL MUNICIPAL AID	2,081,476	2,170,979	2,255,488	2,334,595	2,397,629	2,464,763
HOMELESS TRANSPORTATION			6,290	-	-	-
VETERANS' BENEFITS	23,260	42,755	26,071	19,728	31,195	29,855
LOSS OF TAXES VETERANS, BLIND, SURV SPOUSE	40,044	33,932	27,213	55,226	42,925	41,919
TOTAL STATE AID	8,915,073	9,375,124	10,136,506	11,467,096	11,994,553	12,204,071
TOTAL GENERAL FUND REVENUES	100,604,056	106,384,804	110,652,888	118,180,146	128,316,089	136,581,778

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
11101 Legislative Salary										
11101 511000	Full Time Salaries	\$ 871	\$ 697	\$ 1,402	\$ 35	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11101 511900	Legislative Elect Official Sal	\$ 200	\$ 200	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ -	0.0%
11101 513000	Overtime	\$ 1,449	\$ 1,430	\$ 1,468	\$ 3,272	\$ 4,950	\$ 5,100	\$ 5,100	\$ 150	3.0%
11101 517800	Medicare	\$ 38	\$ 48	\$ 56	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Legislative Salary	\$ 2,558	\$ 2,375	\$ 3,375	\$ 3,757	\$ 5,400	\$ 5,550	\$ 5,550	\$ 150	2.8%
11102 Legislative Expense										
11102 530000	Legislative Prof & Tech Exp	\$ 13,014	\$ 12,120	\$ 12,023	\$ 13,008	\$ 21,650	\$ 21,650	\$ 21,650	\$ -	0.0%
11102 534700	Legislative Printing Expense	\$ 415	\$ 101	\$ 138	\$ 587	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
TOTAL	Legislative Expense	\$ 13,429	\$ 12,221	\$ 12,161	\$ 13,595	\$ 23,150	\$ 23,150	\$ 23,150	\$ -	0.0%
11611 Town Clerk Salary										
11611 511000	Town Clerk Full Time Salary	\$ 79,767	\$ 84,032	\$ 92,512	\$ 100,670	\$ 108,119	\$ 110,347	\$ 110,347	\$ 2,228	2.1%
11611 511100	Town Clerk Part Time Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11611 511900	Town Clerk Elect Official Sal	\$ 88,704	\$ 91,572	\$ 95,235	\$ 99,053	\$ 102,025	\$ 104,065	\$ 104,065	\$ 2,040	2.0%
11611 513000	Overtime	\$ 175	\$ -	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
11611 514800	Town Clerk Longevity	\$ 600	\$ 575	\$ 775	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ -	0.0%
11611 517000	Town Clerk Health Insurance	\$ 6,010	\$ 6,010	\$ 6,160	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11611 517800	Town Clerk Medicare	\$ 2,386	\$ 2,552	\$ 2,624	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Town Clerk Salary	\$ 177,642	\$ 184,741	\$ 197,311	\$ 201,323	\$ 211,744	\$ 216,012	\$ 216,012	\$ 4,268	2.0%
11612 Town Clerk Expense										
11612 524500	Town Clerk R&M Office Equip	\$ 291	\$ -	\$ 390	\$ 305	\$ 500	\$ 500	\$ 500	\$ -	0.0%
11612 527200	Town Clerk Rental Office Eq	\$ 858	\$ 2,499	\$ 2,345	\$ 2,400	\$ 2,800	\$ 2,550	\$ 2,550	\$ (250)	-8.9%
11612 530000	Town Clerk Prof & Technical Cons	\$ 1,850	\$ 4,273	\$ 3,032	\$ 1,892	\$ 3,740	\$ 3,740	\$ 3,740	\$ -	0.0%
11612 530300	Town Clerk Software Licenses	\$ 1,175	\$ 5,700	\$ 3,545	\$ 8,200	\$ 8,960	\$ 8,960	\$ 8,960	\$ -	0.0%
11612 534500	Town Clerk Postage Expense	\$ -	\$ -	\$ 28	\$ 29	\$ 100	\$ 100	\$ 100	\$ -	0.0%
11612 534700	Town Clerk Printing Expense	\$ 548	\$ 1,900	\$ 1,880	\$ 622	\$ 1,900	\$ 1,900	\$ 1,900	\$ -	0.0%
11612 542100	Town Clerk Office Supplies Exp	\$ 2,018	\$ 1,297	\$ 1,353	\$ 1,485	\$ 1,700	\$ 1,700	\$ 1,700	\$ -	0.0%
11612 542200	Town Clerk Computer Supp Exp	\$ 770	\$ 854	\$ 918	\$ 511	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
11612 571000	Town Clerk In State Travel Exp	\$ 90	\$ 312	\$ 176	\$ 598	\$ 700	\$ 700	\$ 700	\$ -	0.0%
11612 573000	Town Clerk Dues and Memb Exp	\$ 125	\$ 368	\$ 125	\$ 245	\$ 400	\$ 400	\$ 400	\$ -	0.0%
11612 574100	TC Insurance and Bonding	\$ 255	\$ -	\$ -	\$ 255	\$ 300	\$ 300	\$ 300	\$ -	0.0%
TOTAL	Town Clerk Expense	\$ 7,979	\$ 17,203	\$ 13,793	\$ 16,542	\$ 22,100	\$ 21,850	\$ 21,850	\$ (250)	-1.1%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
11621 Elections Salary										
11621 511000	Elections Full Time Salary	\$ 76,780	\$ 79,815	\$ 80,546	\$ 84,052	\$ 86,654	\$ 87,521	\$ 87,521	\$ 867	1.0%
11621 511100	Elections Part Time Salary	\$ 4,540	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ -	0.0%
11621 512000	Election Poll Workers/Tabulats	\$ 33,374	\$ 70,463	\$ 16,275	\$ 79,603	\$ 43,250	\$ 67,875	\$ 67,875	\$ 24,625	56.9%
11621 513000	Elections Overtime Salary	\$ 1,979	\$ 5,923	\$ 469	\$ 6,217	\$ 9,625	\$ 25,750	\$ 25,750	\$ 16,125	167.5%
11621 517000	Elections Health Insurance	\$ 16,285	\$ 16,285	\$ 16,690	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11621 517800	Medicare	\$ 1,930	\$ 2,443	\$ 1,871	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Elections Salary	\$ 134,887	\$ 179,429	\$ 120,351	\$ 174,372	\$ 144,029	\$ 185,646	\$ 185,646	\$ 41,617	28.9%
11622 Elections Expense										
11622 524500	Elections R&M Office Equipment	\$ 164	\$ 251	\$ -	\$ 476	\$ 500	\$ 500	\$ 500	\$ -	0.0%
11622 524700	Elections R&M Voter Equipment	\$ 18,641	\$ 19,535	\$ 11,387	\$ 20,441	\$ 21,650	\$ 23,450	\$ 23,450	\$ 1,800	8.3%
11622 531600	Elections Prof Services-Police Det.	\$ -	\$ -	\$ -	\$ -	\$ 22,250	\$ 29,550	\$ 29,550	\$ 7,300	32.8%
11622 534500	Elections Postage Expense	\$ 8,724	\$ 8,346	\$ 7,814	\$ 6,759	\$ 8,700	\$ 8,700	\$ 8,700	\$ -	0.0%
11622 534600	Election Print and Mailing Exp	\$ 4,988	\$ 6,000	\$ 5,905	\$ 8,500	\$ 8,700	\$ 8,700	\$ 8,700	\$ -	0.0%
11622 542100	Elections Office Supplies Exp	\$ 1,021	\$ 1,820	\$ 787	\$ 1,181	\$ 1,400	\$ 1,400	\$ 1,400	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
11622 549000	Elections Food Supplies Exp	\$ 776	\$ 1,548	\$ 472	\$ 1,306	\$ 1,600	\$ 1,600	\$ 1,600	\$ -	0.0%
11622 558300	Elections Election Supp Exp	\$ 1,520	\$ 1,557	\$ 141	\$ 1,477	\$ 1,600	\$ 1,600	\$ 1,600	\$ -	0.0%
11622 571000	Elections In State Travel Exp	\$ 260	\$ 408	\$ 423	\$ 455	\$ 700	\$ 700	\$ 700	\$ -	0.0%
11622 573000	Elections Dues and Memb Exp	\$ -	\$ 50	\$ 25	\$ 25	\$ 50	\$ 50	\$ 50	\$ -	0.0%
TOTAL	Elections Expense	\$ 36,095	\$ 39,516	\$ 26,954	\$ 40,620	\$ 67,150	\$ 76,250	\$ 76,250	\$ 9,100	13.6%
TOTAL SALARIES		\$ 315,087	\$ 366,545	\$ 321,037	\$ 379,452	\$ 361,173	\$ 407,208	\$ 407,208	\$ 46,035	12.7%
TOTAL EXPENSES		\$ 57,503	\$ 68,940	\$ 52,907	\$ 70,757	\$ 112,400	\$ 121,250	\$ 121,250	\$ 8,850	7.9%
		\$ 372,590	\$ 435,485	\$ 373,944	\$ 450,209	\$ 473,573	\$ 528,458	\$ 528,458	\$ 54,885	11.6%
GRAND TOTAL		\$ 372,590	\$ 435,485	\$ 373,944	\$ 450,209	\$ 473,573	\$ 528,458	\$ 528,458	\$ 54,885	11.6%
									\$ 54,885	
	11221 Select Board Salaries									
11221 511900	Select Board Elected Official Sal	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ -	0.0%
11221 517000	Select Board Health Insurance	\$ 32,570	\$ 16,285	\$ 16,690	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11221 517800	Medicare	\$ 203	\$ 203	\$ 203	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Select Board Salaries	\$ 46,773	\$ 30,488	\$ 30,893	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ -	0.0%
	11222 Select Board Expenses									
11222 530000	Select Board Prof & Tech Exp	\$ 51,023	\$ 21,159	\$ 1,163	\$ 68,133	\$ 63,840	\$ 63,840	\$ 63,840	\$ -	0.0%
11222 571000	Select Board In State Travel Exp	\$ -	\$ -	\$ 540	\$ -	\$ 450	\$ 450	\$ 450	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
11222 573000	Select Board Dues and Memb Exp	\$ 7,148	\$ 7,188	\$ 7,305	\$ 7,488	\$ 7,200	\$ 7,200	\$ 7,200	\$ -	0.0%
TOTAL	Select Board Expenses	\$ 58,171	\$ 28,347	\$ 9,008	\$ 75,621	\$ 71,490	\$ 71,490	\$ 71,490	\$ -	0.0%
11231 Town Administrator Salary										
11231 511000	Town Administrator FT Salary	\$ 470,604	\$ 475,003	\$ 436,696	\$ 462,856	\$ 552,266	\$ 538,266	\$ 557,647	\$ 5,381	1.0%
11231 511100	Town Adm - PT Salaries	\$ -	\$ 25,238	\$ 17,520	\$ 5,924	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11231 517000	Town Administrator Health Ins	\$ 44,590	\$ 54,865	\$ 56,230	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11231 517800	Town Administrator Medicare	\$ 6,804	\$ 7,105	\$ 7,469	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11231 519400	TA Stipends Car	\$ 1,800	\$ 1,200	\$ 1,200	\$ -	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%
TOTAL	Town Administrator Salar	\$ 523,798	\$ 563,411	\$ 519,115	\$ 468,779	\$ 559,766	\$ 545,766	\$ 565,147	\$ 5,381	1.0%
11232 Town Administrator Expense										
11232 524500	Town Administrator R&M Off Eq	\$ -	\$ -	\$ 499	\$ 300	\$ 200	\$ 200	\$ 200	\$ -	0.0%
11232 527200	TA Rental Office Equipment	\$ 3,417	\$ 3,461	\$ 1,943	\$ 4,020	\$ 3,600	\$ 3,600	\$ 3,600	\$ -	0.0%
11232 530000	TA Professional & Tech Expense	\$ 11,013	\$ 12,341	\$ 10,884	\$ 14,722	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
11232 531700	TA Prof Serv Employee Training	\$ 2,090	\$ 3,779	\$ 2,560	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
11232 531900	TA Prof Services Advertising	\$ 998	\$ 835	\$ 620	\$ 1,233	\$ 500	\$ 500	\$ 500	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
11232 534100	TA Telephone Expense	\$ 2,172	\$ 2,071	\$ 1,904	\$ 1,948	\$ 2,250	\$ 2,250	\$ 2,250	\$ -	0.0%
11232 534600	TA Printing and Mailing Exp	\$ 900	\$ 965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11232 534700	Report Printion	\$ -	\$ 548	\$ 1,964	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11232 542100	TA Office Supplies Expense	\$ 7,741	\$ 5,772	\$ 5,673	\$ 12,180	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
11232 571000	TA In State Travel Expense	\$ 1,852	\$ 2,059	\$ 4,029	\$ 1,114	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
11232 573000	TA Dues and Memb Expense	\$ 3,648	\$ 3,663	\$ 3,440	\$ 1,908	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
TOTAL	Town Administrator Expen	\$ 33,829	\$ 35,494	\$ 33,516	\$ 37,425	\$ 27,050	\$ 27,050	\$ 27,050	\$ -	0.0%
11512 Legal Expense										
11512 530100	Legal Expense	\$ 225,553	\$ 333,718	\$ 207,638	\$ 183,440	\$ 290,000	\$ 290,000	\$ 290,000	\$ -	0.0%
11512 576100	Legal Claims and Settlements	\$ 39,500	\$ -	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%
TOTAL	Legal Expense	\$ 265,053	\$ 333,718	\$ 207,638	\$ 183,440	\$ 297,500	\$ 297,500	\$ 297,500	\$ -	0.0%
15442 Town Adm - VFW & Amer Legion										
15442 527100	VFW & Amer Leg Rental of Bldg	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%
TOTAL	Town Adm - VFW & Amer Le	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
TOTAL SALARIES		\$ 570,571	\$ 593,899	\$ 550,008	\$ 482,779	\$ 573,766	\$ 559,766	\$ 579,147	\$ 5,381	0.9%
TOTAL EXPENSES		\$ 364,553	\$ 405,059	\$ 257,662	\$ 303,986	\$ 403,540	\$ 403,540	\$ 403,540	\$ -	0.0%
		\$ 935,125	\$ 998,958	\$ 807,670	\$ 786,766	\$ 977,306	\$ 963,306	\$ 982,687	\$ 5,381	0.6%
GRAND TOTAL		\$ 935,125	\$ 998,958	\$ 807,670	\$ 786,766	\$ 977,306	\$ 963,306	\$ 982,687	\$ 5,381	0.6%
									\$ 5,381	
11322 578500	Accounting Warr Com Reserve	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ -	0.0%
TOTAL	Town Accountant Expense	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ -	0.0%
	11351 Town Accountant Salary									
11351 511000	Acctg Full Time Salary	\$ 236,654	\$ 251,117	\$ 257,470	\$ 265,346	\$ 270,557	\$ 270,557	\$ 273,263	\$ 2,706	1.0%
11351 511100	Acctg Part Time Salary	\$ 26,602	\$ 15,803	\$ 17,661	\$ 21,593	\$ 22,734	\$ 22,734	\$ 22,961	\$ 227	1.0%
11351 513000	Acctg Overtime Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11351 514100	Specialty Pay/Stipend	\$ 1,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11351 517000	Acctg Health Insurance	\$ 44,590	\$ 28,305	\$ 28,625	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11351 517800	Acctg Medicare	\$ 3,948	\$ 4,090	\$ 4,209	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Town Accountant Salary	\$ 313,543	\$ 299,315	\$ 307,965	\$ 286,939	\$ 293,291	\$ 293,291	\$ 296,224	\$ 2,933	1.0%
									\$ 2,933	
	11352 Town Accountant Expense									
11352 527200	Acctg Rent/Main Off Equip	\$ 1,241	\$ 1,138	\$ 1,422	\$ 1,456	\$ 1,900	\$ 2,000	\$ 2,000	\$ 100	5.3%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
11352 530000	Acctg Prof & Tech Expense	\$ 1,075	\$ 18,058	\$ 19,370	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0.0%
11352 530120	Auditing Town Books	\$ 51,000	\$ 65,000	\$ 51,000	\$ 51,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ -	0.0%
11352 542100	Acctg Office Supplies Exp	\$ 2,773	\$ 2,035	\$ 2,531	\$ 1,188	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
11352 552900	Accounting Books Expense	\$ -	\$ -	\$ -	\$ -	\$ 600	\$ 600	\$ 600	\$ -	0.0%
11352 558900	Warrant Committee Misc Exp	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ 300	\$ 300	\$ -	0.0%
11352 571000	Acctg In State Travel Exp	\$ 6,011	\$ 5,278	\$ 4,710	\$ 2,080	\$ 5,200	\$ 6,000	\$ 6,000	\$ 800	15.4%
11352 571100	Acctg -Travel Reimb All Depts	\$ 4,864	\$ 4,077	\$ 4,212	\$ 8,275	\$ 7,000	\$ 5,000	\$ 5,000	\$ (2,000)	-28.6%
11352 573000	Acctg Dues and Memb Exp	\$ 455	\$ 465	\$ 730	\$ 505	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.0%
TOTAL	Town Accountant Expense	\$ 67,418	\$ 96,050	\$ 83,974	\$ 84,505	\$ 107,300	\$ 106,200	\$ 106,200	\$ (1,100)	-1.0%
TOTAL SALARIES		\$ 313,543	\$ 299,315	\$ 307,965	\$ 286,939	\$ 293,291	\$ 293,291	\$ 296,224	\$ 2,933	1.0%
TOTAL EXPENSES		\$ 67,418	\$ 96,050	\$ 83,974	\$ 84,505	\$ 107,300	\$ 106,200	\$ 106,200	\$ (1,100)	-1.0%
		\$ 380,962	\$ 395,365	\$ 391,939	\$ 371,444	\$ 400,591	\$ 399,491	\$ 402,424	\$ 1,833	0.5%
GRAND TOTAL									\$ 1,833	0.5%
11411 Assessors Salary									\$ 1,833	
11411 511000	Assessors Full Time Salary	\$ 208,144	\$ 214,770	\$ 238,016	\$ 249,619	\$ 256,942	\$ 259,310	\$ 260,414	\$ 3,472	1.4%
11411 511100	Assessors Part Time Salary	\$ 9,673	\$ 13,857	\$ 14,176	\$ 13,406	\$ 16,569	\$ 12,954	\$ 12,954	\$ (3,615)	-21.8%
11411 511900	Assessors Elected Official Sal	\$ 7,422	\$ 7,422	\$ 7,422	\$ 7,422	\$ 7,422	\$ 7,422	\$ 7,422	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
11411 514800	Assessors Longevity	\$ 800	\$ 925	\$ 975	\$ 1,800	\$ 1,900	\$ 1,900	\$ 1,900	\$ -	0.0%
11411 517000	Assessors Health Insurance	\$ 32,570	\$ 16,285	\$ 33,380	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11411 517800	Assessors Medicare	\$ 3,566	\$ 3,800	\$ 3,813	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Assessors Salary	\$ 262,175	\$ 257,059	\$ 297,782	\$ 272,247	\$ 282,833	\$ 281,586	\$ 282,690	\$ (143)	-0.1%
11412 Assessors Expense										
11412 524500	Assessors R&M Office Equipment	\$ 253	\$ 268	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
11412 530000	AS Registry of Deeds	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
11412 530016	Conferences & Professional Dev	\$ -	\$ -	\$ 1,197	\$ 550	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
11412 530200	Assessors Revaluation Services	\$ 98,021	\$ 84,579	\$ 92,750	\$ 89,386	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	0.0%
11412 530600	AS Prof Svcs Data Process	\$ 735	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
11412 542100	Assessors Office Supplies Exp	\$ 2,534	\$ 977	\$ 4,899	\$ 1,750	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
11412 558100	Assessors Subscriptions Exp	\$ 1,109	\$ 1,134	\$ 1,491	\$ 1,460	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
11412 571000	Assessors In State Travel Exp	\$ 3,419	\$ -	\$ 80	\$ 751	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
11412 573000	Assessors Dues and Memb Exp	\$ 1,517	\$ 640	\$ 510	\$ 610	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
TOTAL	Assessors Expense	\$ 107,589	\$ 87,598	\$ 100,927	\$ 94,508	\$ 136,000	\$ 136,000	\$ 136,000	\$ -	0.0%
TOTAL SALARIES		\$ 262,175	\$ 257,059	\$ 297,782	\$ 272,247	\$ 282,833	\$ 281,586	\$ 282,690	\$ (143)	-0.1%
TOTAL EXPENSES		\$ 107,589	\$ 87,598	\$ 100,927	\$ 94,508	\$ 136,000	\$ 136,000	\$ 136,000	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
		\$ 369,764	\$ 344,657	\$ 398,709	\$ 366,755	\$ 418,833	\$ 417,586	\$ 418,690	\$ (143)	0.0%
GRAND TOTAL		\$ 369,764	\$ 344,657	\$ 398,709	\$ 366,755	\$ 418,833	\$ 417,586	\$ 418,690	\$ (143)	0.0%
11451	Treasurer/Collector Sala								\$ (143)	
11451 511000	Treasurer Full Time Salary	\$ 294,914	\$ 301,587	\$ 343,369	\$ 354,267	\$ 369,038	\$ 353,835	\$ 353,835	\$ (15,203)	-4.1%
11451 511100	Treasurer Part Time Salary	\$ 32,454	\$ 28,798	\$ 3,500	\$ 2,654	\$ 20,207	\$ 20,611	\$ 20,611	\$ 404	2.0%
11451 511900	Treasurer Elected Official Sal	\$ 98,236	\$ 99,820	\$ 101,433	\$ 103,462	\$ 106,566	\$ 108,697	\$ 108,697	\$ 2,131	2.0%
11451 513000	Overtime	\$ 3,719	\$ 8,341	\$ 5,286	\$ 4,442	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11451 514800	Treasurer Longevity	\$ 3,400	\$ 3,775	\$ 4,075	\$ 4,554	\$ 4,675	\$ 3,650	\$ 3,650	\$ (1,025)	-21.9%
11451 517000	Treasurer Health Insurance	\$ 50,600	\$ 66,885	\$ 57,635	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11451 517800	Treasurer Medicare	\$ 6,248	\$ 6,648	\$ 6,741	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Treasurer/Collector Sala	\$ 489,572	\$ 515,854	\$ 522,039	\$ 469,379	\$ 500,486	\$ 486,793	\$ 486,793	\$ (13,693)	-2.7%
11452 Treasurer/Collector Expense										
11452 524500	Treasurer R&M Office Equipment	\$ 1,513	\$ 2,925	\$ 1,622	\$ 1,723	\$ 2,900	\$ 3,000	\$ 3,000	\$ 100	3.4%
11452 530000	Treas-Legal & Banking Chgs	\$ 19,802	\$ 21,645	\$ 24,207	\$ 20,280	\$ 27,000	\$ 27,400	\$ 27,400	\$ 400	1.5%
11452 530600	Treas Prof Services-Data Proc	\$ 1,080	\$ 11,854	\$ 4,725	\$ -	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
11452 531700	Treas Emp Training	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
11452 534500	Treasurer Postage Expense	\$ 22,646	\$ 22,829	\$ 23,340	\$ 24,756	\$ 32,500	\$ 33,500	\$ 33,500	\$ 1,000	3.1%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
11452 534700	Treasurer Printing Expense	\$ 16,454	\$ 16,646	\$ 16,243	\$ 17,870	\$ 21,000	\$ 22,000	\$ 22,000	\$ 1,000	4.8%
11452 542100	Treasurer Office Supplies Exp	\$ 3,489	\$ 3,196	\$ 4,982	\$ 4,265	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
11452 542200	Treasurer Computer Supp Exp	\$ 864	\$ 5,491	\$ 1,396	\$ 1,440	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%
11452 552900	Treasurer Books Expense	\$ -	\$ -	\$ -	\$ -	\$ 700	\$ 700	\$ 700	\$ -	0.0%
11452 571000	Treasurer In State Travel Exp	\$ 168	\$ 335	\$ 745	\$ 819	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
11452 573000	Treasurer Dues and Memb Exp	\$ 160	\$ 315	\$ 250	\$ 160	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
11452 574100	TR Insurance and Bonding	\$ 1,673	\$ 1,673	\$ 1,673	\$ 1,679	\$ 2,400	\$ 2,400	\$ 2,400	\$ -	0.0%
TOTAL	Treasurer/Collector Expe	\$ 67,849	\$ 89,909	\$ 79,182	\$ 72,991	\$ 111,500	\$ 114,000	\$ 114,000	\$ 2,500	2.2%
11471 Parking Clerk Salary										
11471 511100	Parking Clerk Part Time Salary	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
11471 517800	Medicare	\$ 44	\$ 44	\$ 44	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Parking Clerk Salary	\$ 3,044	\$ 3,044	\$ 3,044	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
11472 Treasurer Expense										
11472 530000	Pkg Clerk Prof and Tech Serv	\$ 20,320	\$ 51,680	\$ 36,000	\$ 38,765	\$ 41,000	\$ 44,000	\$ 44,000	\$ 3,000	7.3%
11472 530021	Parking Clerk-Meters & Devices	\$ -	\$ -	\$ -	\$ 26,813	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
11472 530900	Parking Clerk-Pkg Lot Maint	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
11472 534700	Parking Clerk Printing Expense	\$ 2,556	\$ 2,698	\$ 2,769	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
TOTAL	Treasurer Expense	\$ 23,876	\$ 54,378	\$ 38,769	\$ 65,577	\$ 90,000	\$ 93,000	\$ 93,000	\$ 3,000	3.3%
TOTAL SALARIES		\$ 492,616	\$ 518,898	\$ 525,083	\$ 472,379	\$ 503,486	\$ 489,793	\$ 489,793	\$ (13,693)	-2.7%
TOTAL EXPENSES		\$ 91,724	\$ 144,287	\$ 117,951	\$ 138,568	\$ 201,500	\$ 207,000	\$ 207,000	\$ 5,500	2.7%
		\$ 584,341	\$ 663,185	\$ 643,034	\$ 610,947	\$ 704,986	\$ 696,793	\$ 696,793	\$ (8,193)	-1.2%
GRAND TOTAL		\$ 584,341	\$ 663,185	\$ 643,034	\$ 610,947	\$ 704,986	\$ 696,793	\$ 696,793	\$ (8,193)	-1.2%
	11521 Human Resources Salary								\$ (8,193)	
11521 511000	Human Resources FT Salary	\$ 164,831	\$ 184,704	\$ 176,364	\$ 192,122	\$ 199,409	\$ 199,409	\$ 201,403	\$ 1,994	1.0%
11521 511100	Human Resources PT Salary	\$ 43,046	\$ 44,149	\$ 45,446	\$ 47,703	\$ 49,010	\$ 49,010	\$ 49,500	\$ 490	1.0%
11521 517000	Human Resources Health Ins	\$ 28,305	\$ 28,305	\$ 29,010	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11521 517800	Human Resources Medicare	\$ 3,278	\$ 3,320	\$ 3,471	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Human Resources Salary	\$ 239,459	\$ 260,478	\$ 254,291	\$ 239,825	\$ 248,419	\$ 248,419	\$ 250,903	\$ 2,484	1.0%
	11522 Human Resources Expense									
11522 524500	Human Resources R&M Office Eq	\$ 1,516	\$ 209	\$ 1,159	\$ 8,517	\$ 1,400	\$ 1,400	\$ 1,400	\$ -	0.0%
11522 530000	HR Professional & Tech Expense	\$ 1,275	\$ -	\$ 10,689	\$ 600	\$ 4,500	\$ 4,500	\$ 4,500	\$ -	0.0%
11522 530016	Conferences & Professional Dev	\$ -	\$ 1,435	\$ 2,382	\$ 3,047	\$ 2,900	\$ 2,900	\$ 2,900	\$ -	0.0%
11522 531400	HR Employee Assistance Program	\$ -	\$ -	\$ -	\$ 25	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
11522 531401	Medical Services	\$ -	\$ -	\$ -	\$ -	\$ 800	\$ 800	\$ 800	\$ -	0.0%
11522 531500	HR Drug Testing Expense	\$ 1,310	\$ 1,430	\$ 1,465	\$ 1,435	\$ 2,200	\$ 2,200	\$ 2,200	\$ -	0.0%
11522 531501	Prof Services-BackgroundChecks	\$ -	\$ 4,500	\$ 3,600	\$ 9,100	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.0%
11522 531700	HR Prof Serv Employee Training	\$ 4,305	\$ 1,592	\$ 1,550	\$ 3,266	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
11522 531900	HR Prof Services Advertising	\$ 4,725	\$ 8,837	\$ 7,369	\$ 4,392	\$ 6,250	\$ 6,250	\$ 6,250	\$ -	0.0%
11522 534600	HR Printing and Mailing Exp	\$ 375	\$ 509	\$ 730	\$ 481	\$ 500	\$ 500	\$ 500	\$ -	0.0%
11522 542100	HR Office Supplies Expense	\$ 4,182	\$ 1,550	\$ 2,527	\$ 1,885	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
11522 552900	Human Resources Books Expense	\$ 63	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ -	0.0%
11522 571000	HR In State Travel Expense	\$ 377	\$ 103	\$ 631	\$ 212	\$ 550	\$ 550	\$ 550	\$ -	0.0%
11522 573000	HR Dues and Memb Expense	\$ 1,735	\$ 319	\$ 1,448	\$ 1,447	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
TOTAL	Human Resources Expense	\$ 19,863	\$ 20,485	\$ 33,551	\$ 34,407	\$ 36,200	\$ 36,200	\$ 36,200	\$ -	0.0%
TOTAL SALARIES		\$ 239,459	\$ 260,478	\$ 254,291	\$ 239,825	\$ 248,419	\$ 248,419	\$ 250,903	\$ 2,484	1.0%
TOTAL EXPENSES		\$ 19,863	\$ 20,485	\$ 33,551	\$ 34,407	\$ 36,200	\$ 36,200	\$ 36,200	\$ -	0.0%
		\$ 259,322	\$ 280,962	\$ 287,842	\$ 274,231	\$ 284,619	\$ 284,619	\$ 287,103	\$ 2,484	0.9%
GRAND TOTAL									\$ 2,484	0.9%
11551 Information Technology Salary										
11551 511000	Information Tech FT Salary	\$ 326,246	\$ 353,707	\$ 364,691	\$ 379,113	\$ 389,748	\$ 389,748	\$ 393,645	\$ 3,897	1.0%
11551 517000	Information Tech Health Ins	\$ 71,150	\$ 65,140	\$ 62,005	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11551 517800	Information Tech Medicare	\$ 5,000	\$ 5,116	\$ 5,279	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
TOTAL	Information Technology Salary	\$ 402,396	\$ 423,963	\$ 431,975	\$ 379,113	\$ 389,748	\$ 389,748	\$ 393,645	\$ 3,897	1.0%
11552 Information Technology Expense										
11552 524600	IT R&M Computer Equipment Exp	\$ 170	\$ 1,391	\$ 290	\$ 1,593	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
11552 530000	IT - Prof Services - Identity	\$ 59,438	\$ 25,380	\$ 15,853	\$ 21,151	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
11552 530300	IT Software Licenses Expense	\$ 196,501	\$ 170,041	\$ 231,571	\$ 143,816	\$ 170,500	\$ 182,600	\$ 182,600	\$ 12,100	7.1%
11552 530400	IT Network Support Expense	\$ 74,782	\$ 90,077	\$ 83,945	\$ 155,571	\$ 105,400	\$ 154,300	\$ 154,300	\$ 48,900	46.4%
11552 531700	IT Staff Development Expense	\$ 4,808	\$ 3,311	\$ 3,536	\$ 5,012	\$ 5,400	\$ 7,300	\$ 7,300	\$ 1,900	35.2%
11552 542100	IT Tech Office Supply Expense	\$ 6,174	\$ 6,473	\$ 4,408	\$ 3,396	\$ 4,500	\$ 3,700	\$ 3,700	\$ (800)	-17.8%
11552 542400	IT Hardware Supplies Expense	\$ 40,039	\$ 23,517	\$ 10,991	\$ 18,464	\$ 32,000	\$ 32,000	\$ 32,000	\$ -	0.0%
11552 542500	IT Software Supplies Expense	\$ 1,895	\$ 137	\$ 2,361	\$ 846	\$ 3,500	\$ 1,000	\$ 1,000	\$ (2,500)	-71.4%
11552 558100	IT Subscriptions Expense	\$ 1,273	\$ 1,573	\$ 1,796	\$ 1,739	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
11552 534100	Telephone	\$ -	\$ -	\$ -	\$ -	\$ 32,500	\$ 44,300	\$ 44,300	\$ 11,800	36.3%
11552 534100	Telephone	\$ -	\$ -	\$ -	\$ -	\$ 45,459	\$ 44,300	\$ 44,300	\$ (1,159)	-2.5%
TOTAL	Information Technology E	\$ 385,079	\$ 321,900	\$ 354,749	\$ 351,588	\$ 432,459	\$ 502,700	\$ 502,700	\$ 70,241	16.2%
11553 Informational Technology Equip										

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
11553 582900	IT - Fiber Network Consultant	\$ 10,417	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11553 585200	IT Upgrd Town/Sch Netwrk	\$ 62,780	\$ 62,893	\$ 94,370	\$ 96,969	\$ 95,000	\$ 95,000	\$ 95,000	\$ -	0.0%
11553 587100	IT Equipment Replacement Exp	\$ 50,000	\$ 47,484	\$ 48,501	\$ 46,959	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
TOTAL	Informational Technology Equip	\$ 123,197	\$ 110,377	\$ 142,871	\$ 143,928	\$ 145,000	\$ 145,000	\$ 145,000	\$ -	0.0%
TOTAL SALARIES		\$ 402,396	\$ 423,963	\$ 431,975	\$ 379,113	\$ 389,748	\$ 389,748	\$ 393,645	\$ 3,897	1.0%
TOTAL EXPENSES		\$ 385,079	\$ 321,900	\$ 354,749	\$ 351,588	\$ 432,459	\$ 502,700	\$ 502,700	\$ 70,241	16.2%
TOTAL OUTLAY		\$ 123,197	\$ 110,377	\$ 142,871	\$ 143,928	\$ 145,000	\$ 145,000	\$ 145,000	\$ -	0.0%
		\$ 910,671	\$ 856,239	\$ 929,596	\$ 874,629	\$ 967,207	\$ 1,037,448	\$ 1,041,345	\$ 74,138	7.7%
GRAND TOTAL		\$ 910,671	\$ 856,239	\$ 929,596	\$ 874,629	\$ 967,207	\$ 1,037,448	\$ 1,041,345	\$ 74,138	7.7%
	19111 Retirement and Pension								\$ 74,138	
19111 518000	Retirement and Pension Fund	\$ 6,500,731	\$ 6,957,151	\$ 7,345,620	\$ 7,878,788	\$ 8,227,468	\$ 8,675,500	\$ 9,165,156	\$ 937,688	11.4%
	19121 Workers Compensation									
19121 517200	Workers Compensation	\$ 99,610	\$ 99,119	\$ 121,432	\$ (26,869)	\$ 159,445	\$ 162,634	\$ 162,634	\$ 3,189	2.0%
	19452 Liability Insurance Expense									
19452 574000	Auto/Fire/Liability Ins Exp	\$ 379,265	\$ 338,407	\$ 314,166	\$ 463,807	\$ 496,273	\$ 511,161	\$ 511,161	\$ 14,888	3.0%
19452 574001	Deductible Reserves	\$ -	\$ -	\$ 6,750	\$ -	\$ 23,540	\$ 24,246	\$ 24,246	\$ 706	3.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
TOTAL	Liability Insurance Expense	\$ 379,265	\$ 338,407	\$ 320,916	\$ 463,807	\$ 519,813	\$ 535,407	\$ 535,407	\$ 15,594	3.0%
19131 517300	Unemployment Comp Payments	\$ 13,646	\$ 51,805	\$ 29,265	\$ 18,379	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
	19141 Health Insurance									
19141 512001	Temporary Sal & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
19141 517000	Health Insurance Personnel Exp	\$ -	\$ (106,023)	\$ 83,264	\$ 260,101	\$ 3,274,556	\$ 3,405,538	\$ 3,405,538	\$ 130,982	4.0%
19141 518200	Ch 32B Group Insurance Expense	\$ 1,243,722	\$ 1,284,793	\$ 1,353,258	\$ 1,459,084	\$ 1,646,109	\$ 1,711,953	\$ 1,711,953	\$ 65,844	4.0%
19141 518300	Salary and Benefits Res. Exp	\$ -	\$ 300	\$ 500	\$ 412,000	\$ 250,209	\$ 317,022	\$ 215,217	\$ (34,992)	-14.0%
TOTAL	Health Insurance	\$ 1,243,722	\$ 1,179,070	\$ 1,437,023	\$ 2,131,185	\$ 5,170,874	\$ 5,434,514	\$ 5,332,709	\$ 161,834	3.1%
									\$ 161,834	
19151 517900	Life Insurance Personnel Exp	\$ 14,246	\$ 11,483	\$ 12,509	\$ 19,425	\$ 19,425	\$ 19,425	\$ 19,425	\$ -	0.0%
19161 517800	Medicare Insurance	\$ (63,289)	\$ (49,915)	\$ (54,456)	\$ (52,253)	\$ 308,197	\$ 315,902	\$ 315,902	\$ 7,705	2.5%
	12111 Police Administration Sa									
12111 511000	Police Admin Full Time Salary	\$ 345,063	\$ 371,700	\$ 390,041	\$ 427,191	\$ 430,641	\$ 430,641	\$ 433,262	\$ 2,621	0.6%
12111 514101	Pol Admin First Responder Pay	\$ 7,737	\$ 7,740	\$ 4,000	\$ 1,461	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12111 514800	Police Admin Longevity	\$ 600	\$ 675	\$ 3,950	\$ 875	\$ 975	\$ 975	\$ 975	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
12111 514900	Police Admin Holiday Pay	\$ 11,479	\$ 12,160	\$ 7,699	\$ 1,963	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12111 517000	Police Admin Health Insurance	\$ 48,855	\$ 48,855	\$ 50,070	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12111 517800	Police Administration Medicare	\$ 5,201	\$ 5,423	\$ 5,702	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Police Administration Sa	\$ 418,935	\$ 446,552	\$ 461,462	\$ 431,490	\$ 431,616	\$ 431,616	\$ 434,237	\$ 2,621	0.6%
12112 Police Administration Expense										
12112 524400	Police Admin R&M Vehicles	\$ 2,610	\$ 2,682	\$ 2,658	\$ 2,062	\$ 2,719	\$ 2,719	\$ 2,719	\$ -	0.0%
12112 524500	Police Admin R&M Office Equip	\$ 3,366	\$ 4,012	\$ 4,595	\$ 2,945	\$ 4,852	\$ 4,852	\$ 4,852	\$ -	0.0%
12112 524600	Police Admin R&M Comp Equip	\$ 2,259	\$ 1,093	\$ 2,503	\$ 2,643	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0.0%
12112 524900	PD Admin R&M Police Equipment	\$ 730	\$ 730	\$ 360	\$ -	\$ 750	\$ 750	\$ 750	\$ -	0.0%
12112 530001	Police Admin - Physical&Psych	\$ 1,615	\$ 700	\$ 1,355	\$ 2,155	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
12112 530009	Pol-Occupational Hlth Service	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%
12112 531900	Police Admin Prof Serv Advert	\$ 748	\$ 426	\$ 125	\$ 760	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
12112 534500	Police Admin Postage Expense	\$ 297	\$ 111	\$ 270	\$ 85	\$ 300	\$ 300	\$ 300	\$ -	0.0%
12112 534600	Police Adm Print and Mail Exp	\$ 444	\$ 578	\$ 595	\$ 613	\$ 600	\$ 600	\$ 600	\$ -	0.0%
12112 542100	Police Admin Office Supp Exp	\$ 2,632	\$ 2,938	\$ 962	\$ 2,020	\$ 5,900	\$ 5,900	\$ 5,900	\$ -	0.0%
12112 548000	Police Admin Vehicle Supp Exp	\$ 1,589	\$ 2,500	\$ 3,864	\$ 2,638	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
12112 558012	Oth Sup ID Renewals	\$ 195	\$ 330	\$ 180	\$ 330	\$ 600	\$ 600	\$ 600	\$ -	0.0%
12112 558100	Police Admin Subscriptions Exp	\$ 2,128	\$ 2,765	\$ 2,159	\$ 1,468	\$ 3,600	\$ 3,600	\$ 3,600	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
12112 558200	Police Admin Uniforms Clothing	\$ 1,785	\$ 511	\$ 2,550	\$ 2,166	\$ 3,943	\$ 3,943	\$ 3,943	\$ -	0.0%
12112 558403	Fitness Equipment	\$ -	\$ 378	\$ 2,593	\$ 155	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0.0%
12112 558404	Furniture Expense	\$ -	\$ 743	\$ 7,507	\$ 4,604	\$ 6,450	\$ 6,450	\$ 6,450	\$ -	0.0%
12112 571000	PD Admin In State Travel Exp	\$ 2,924	\$ 3,474	\$ 3,408	\$ 1,919	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%
12112 573000	Police Admin Dues and Memb Exp	\$ 7,675	\$ 7,865	\$ 9,381	\$ 9,680	\$ 10,702	\$ 10,702	\$ 10,702	\$ -	0.0%
12112 573200	Disability Insurance	\$ -	\$ -	\$ -	\$ -	\$ 3,740	\$ -	\$ -	\$ (3,740)	-100.0%
TOTAL	Police Administration Ex	\$ 38,495	\$ 39,335	\$ 52,566	\$ 43,745	\$ 68,156	\$ 64,416	\$ 64,416	\$ (3,740)	-5.5%
12113 Police Admin - Capital Exp										
12113 587100	Capital Outlay Repl Office Eq	\$ -	\$ 25,000	\$ 17,390	\$ 24,474	\$ 25,000	\$ 25,000	\$ -	\$ (25,000)	-100.0%
TOTAL	Police Admin - Capital E	\$ -	\$ 25,000	\$ 17,390	\$ 24,474	\$ 25,000	\$ 25,000	\$ -	\$ (25,000)	-100.0%
12121 Police Records Salary										
12121 511000	Police Records FT Salary	\$ 81,525	\$ 82,841	\$ 89,813	\$ 71,132	\$ 82,644	\$ 82,345	\$ 82,345	\$ (299)	-0.4%
12121 514800	Police Records Longevity	\$ 1,500	\$ 1,650	\$ 1,197	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12121 517800	Police Records Medicare	\$ 1,143	\$ 1,230	\$ 1,221	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Police Records Salary	\$ 84,168	\$ 85,721	\$ 92,231	\$ 71,132	\$ 82,644	\$ 82,345	\$ 82,345	\$ (299)	-0.4%
12122 Police Records Expense										
12122 524500	Police Records R&M Office Eq	\$ 215	\$ 176	\$ -	\$ 232	\$ 250	\$ 250	\$ 250	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
12122 527200	Police Records Rental Off Eq	\$ 3,843	\$ 4,285	\$ 3,886	\$ 3,721	\$ 4,600	\$ 4,600	\$ 4,600	\$ -	0.0%
12122 542100	Police Records Office Supp Exp	\$ 2,661	\$ 2,754	\$ 3,494	\$ 3,707	\$ 3,756	\$ 3,756	\$ 3,756	\$ -	0.0%
TOTAL	Police Records Expense	\$ 6,719	\$ 7,216	\$ 7,380	\$ 7,661	\$ 8,606	\$ 8,606	\$ 8,606	\$ -	0.0%
12131 Police Patrol Salary										
12131 511000	Police Patrol Full Time Salary	\$ 2,352,238	\$ 2,671,400	\$ 2,660,415	\$ 2,581,441	\$ 2,831,227	\$ 2,844,918	\$ 2,844,918	\$ 13,691	0.5%
12131 513000	Police Patrol Overtime Salary	\$ 307,459	\$ 278,633	\$ 293,585	\$ 403,996	\$ 372,473	\$ 372,473	\$ 372,473	\$ -	0.0%
12131 514002	Police Patrol NEMLEC	\$ 13,846	\$ 24,020	\$ 21,985	\$ 31,319	\$ 27,504	\$ 27,504	\$ 27,504	\$ -	0.0%
12131 514003	Police Patrol Accreditation	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,100	\$ 1,100	\$ 1,100	\$ -	0.0%
12131 514100	Police Patrol Specialty Pay	\$ 1,700	\$ 4,950	\$ 6,650	\$ 6,800	\$ 9,823	\$ 7,050	\$ 7,050	\$ (2,773)	-28.2%
12131 514101	Police Patrol First Responder Pay	\$ 65,404	\$ 91,563	\$ 88,008	\$ 87,609	\$ 95,593	\$ 95,593	\$ 95,593	\$ -	0.0%
12131 514104	Drug Testing Stipend	\$ -	\$ 25,500	\$ 26,250	\$ 24,000	\$ 26,250	\$ 26,250	\$ 26,250	\$ -	0.0%
12131 514200	Police Patrol Cap Grade	\$ 11,690	\$ 11,215	\$ 13,636	\$ 12,016	\$ 19,512	\$ 19,512	\$ 19,512	\$ -	0.0%
12131 514700	Police Patrol Night Dif Sal	\$ 96,662	\$ 112,798	\$ 113,324	\$ 112,233	\$ 135,353	\$ 121,291	\$ 121,291	\$ (14,062)	-10.4%
12131 514800	Police Patrol Longevity	\$ -	\$ -	\$ 1,100	\$ 12,663	\$ 15,400	\$ 16,600	\$ 16,600	\$ 1,200	7.8%
12131 514900	Police Patrol Holiday Pay	\$ 103,797	\$ 124,624	\$ 119,379	\$ 117,956	\$ 129,495	\$ 130,121	\$ 130,121	\$ 626	0.5%
12131 517000	Police Patrol Health Insurance	\$ 356,720	\$ 389,290	\$ 369,970	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12131 517800	Police Patrol Medicare	\$ 45,428	\$ 47,454	\$ 51,026	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12131 517900	Police Patrol Life Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
12131 518900	Police - Wellness Stipend	\$ 36,240	\$ 42,601	\$ 39,054	\$ 43,895	\$ 47,591	\$ 47,591	\$ 47,591	\$ -	0.0%
12131 519500	PD Patrol In Service Training	\$ 22,507	\$ 23,311	\$ 27,900	\$ 31,235	\$ 46,205	\$ 46,205	\$ 46,205	\$ -	0.0%
12131 519800	Education Incentive	\$ -	\$ 36,182	\$ 33,954	\$ 46,482	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Police Patrol Salary	\$ 3,413,691	\$ 3,883,541	\$ 3,866,237	\$ 3,512,647	\$ 3,757,526	\$ 3,756,208	\$ 3,756,208	\$ (1,318)	0.0%
12132 Police Patrol Expense										
12132 524400	Police Patrol R&M Vehicles	\$ 33,319	\$ 20,801	\$ 29,871	\$ 14,550	\$ 33,500	\$ 33,500	\$ 33,500	\$ -	0.0%
12132 524900	Police Patrol R&M Police Equip	\$ 7,518	\$ 9,495	\$ 12,214	\$ 12,548	\$ 12,010	\$ 12,010	\$ 12,010	\$ -	0.0%
12132 530001	Police Patrol-Medical Bills	\$ 36,317	\$ 24,098	\$ 15,684	\$ 30,474	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
12132 530600	PD Pat Prof Serv Data Process	\$ 42,873	\$ 61,404	\$ 47,150	\$ 63,154	\$ 67,300	\$ 67,300	\$ 67,300	\$ -	0.0%
12132 531700	PD Prof Services-Emp Train Sem	\$ 44,748	\$ 49,188	\$ 29,139	\$ 36,615	\$ 37,600	\$ 37,600	\$ 37,600	\$ -	0.0%
12132 531701	PD InService Training seats	\$ 6,000	\$ 9,330	\$ 19,457	\$ 3,242	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
12132 542100	Police Patrol Office Supp Exp	\$ 7,809	\$ 7,728	\$ 7,182	\$ 8,155	\$ 7,900	\$ 7,900	\$ 7,900	\$ -	0.0%
12132 548000	Police Patrol Vehicle Supp Exp	\$ 17,735	\$ 18,525	\$ 20,775	\$ 16,083	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%
12132 548900	Police Patrol Gasoline Expense	\$ 58,480	\$ 81,172	\$ 62,969	\$ 76,784	\$ 85,050	\$ 85,050	\$ 85,050	\$ -	0.0%
12132 550000	Police Patrol Medical Supp Exp	\$ 4,538	\$ 4,981	\$ 4,604	\$ 7,891	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%
12132 558010	Oth Sup NEMLEC Equip	\$ 2,311	\$ 3,353	\$ 3,451	\$ 4,600	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
12132 558011	Oth Sup K-9 Equip	\$ 2,031	\$ 850	\$ 966	\$ 3,464	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
12132 558200	Police Patrol Uniform Supp Exp	\$ 2,508	\$ 1,355	\$ 200	\$ 841	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
12132 558400	PD Patrol Police Supplies	\$ 21,302	\$ 7,400	\$ 7,045	\$ 11,900	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
12132 558401	PD Patrol Crime Prevention Sup	\$ 446	\$ 230	\$ 445	\$ 500	\$ 500	\$ 500	\$ 500	\$ -	0.0%
12132 558402	Firearms Training & Ammunition	\$ -	\$ 20,517	\$ 29,016	\$ 20,348	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0.0%
12132 558901	PD Patrol Prisoner Meals Exp	\$ 1,748	\$ 1,494	\$ 1,848	\$ 582	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
12132 571000	PD Patrol In State Travel Exp	\$ 255	\$ 390	\$ 1,149	\$ 222	\$ 1,263	\$ 1,263	\$ 1,263	\$ -	0.0%
12132 573000	Dues and Membership	\$ -	\$ 30	\$ 30	\$ 30	\$ 250	\$ 250	\$ 250	\$ -	0.0%
TOTAL	Police Patrol Expense	\$ 289,937	\$ 322,338	\$ 293,194	\$ 311,982	\$ 368,873	\$ 368,873	\$ 368,873	\$ -	0.0%
12133 Police Patrol Capital										
12133 587000	Police Patrol-Replace Cruisers	\$ 150,300	\$ 163,642	\$ 165,000	\$ 179,912	\$ 180,000	\$ 210,000	\$ -	\$ (180,000)	-100.0%
TOTAL	Police Patrol Capital	\$ 150,300	\$ 163,642	\$ 165,000	\$ 179,912	\$ 180,000	\$ 210,000	\$ -	\$ (180,000)	-100.0%
12141 Police Traffic Control Salary										
12141 511000	Police Traffic Ctrl FT Salary	\$ 145,458	\$ 238,349	\$ 251,354	\$ 209,838	\$ 171,238	\$ 171,238	\$ 171,238	\$ -	0.0%
12141 511100	Police Traffic Ctrl PT Salary	\$ 201,346	\$ 223,782	\$ 232,236	\$ 226,424	\$ 301,598	\$ 301,598	\$ 301,598	\$ -	0.0%
12141 513000	Police Traffic Ctrl Overtime S	\$ 3,772	\$ 10,282	\$ 7,875	\$ 11,323	\$ 10,812	\$ 10,812	\$ 10,812	\$ -	0.0%
12141 514003	Police Traffic Accreditation	\$ -	\$ -	\$ -	\$ 200	\$ 100	\$ 100	\$ 100	\$ -	0.0%
12141 514100	Police Traffic Specialty Pay	\$ 1,700	\$ 3,866	\$ 2,150	\$ 2,250	\$ 2,350	\$ 2,350	\$ 2,350	\$ -	0.0%
12141 514101	Pol Traf First Responder Pay	\$ 4,081	\$ 8,930	\$ 8,833	\$ 7,870	\$ 6,258	\$ 6,258	\$ 6,258	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>			
12141 514104	Drug Testing Stipend	\$ -	\$ 2,250	\$ 2,250	\$ 2,250	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%	
12141 514200	Police Traffic Cont Cap Grade	\$ -	\$ 304	\$ 300	\$ 365	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
12141 514700	Night Differential	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
12141 514800	Police Traffic Ctrl Longevity	\$ -	\$ -	\$ -	\$ 677	\$ 800	\$ 800	\$ 800	\$ -	0.0%	
12141 514900	PD Traffic Ctrl Holiday Salary	\$ 6,128	\$ 10,907	\$ 10,385	\$ 9,956	\$ 7,832	\$ 7,832	\$ 7,832	\$ -	0.0%	
12141 517000	Police Traffic Ctrl Health Ins	\$ 54,865	\$ 54,865	\$ 66,760	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
12141 517800	Police Traffic Ctrl Medicare	\$ 6,893	\$ 7,335	\$ 7,778	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
12141 519500	PD Traffic In Service Training	\$ -	\$ -	\$ -	\$ 690	\$ 962	\$ 962	\$ 962	\$ -	0.0%	
12141 519900	Police Traffic Uniform Allow	\$ 550	\$ 3,100	\$ 2,950	\$ 3,000	\$ 3,250	\$ 3,250	\$ 3,250	\$ -	0.0%	
TOTAL	Police Traffic Control S	\$ 424,793	\$ 563,971	\$ 592,872	\$ 474,842	\$ 506,700	\$ 506,700	\$ 506,700	\$ -	0.0%	
12142 Police Traffic Control Expense											
12142 524400	Police Traffic R&M Vehicles	\$ 6,927	\$ 5,718	\$ 7,035	\$ 6,763	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%	
12142 524900	Police Traffic R&M Police Eq	\$ 1,643	\$ 2,081	\$ 3,658	\$ 2,305	\$ 3,700	\$ 3,700	\$ 3,700	\$ -	0.0%	
12142 542100	Police Traffic Office Supp Exp	\$ 1,364	\$ 1,539	\$ 1,126	\$ 1,272	\$ 1,546	\$ 1,546	\$ 1,546	\$ -	0.0%	
12142 548000	Police Traffic Veh Supp Exp	\$ 3,290	\$ 3,066	\$ 3,301	\$ 2,621	\$ 3,335	\$ 3,335	\$ 3,335	\$ -	0.0%	
12142 556000	Motorcycle Leasing	\$ 9,500	\$ 10,038	\$ 9,500	\$ 10,449	\$ 10,300	\$ 10,300	\$ 10,300	\$ -	0.0%	
12142 558200	PD Traffic Uniform Supp Exp	\$ 3,078	\$ 1,114	\$ 3,391	\$ 845	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0.0%	
12142 558400	Traffic Contrl Police Supplies	\$ 304	\$ -	\$ 439	\$ 781	\$ 680	\$ 680	\$ 680	\$ -	0.0%	

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
12142 558401	Traf Contr Crime Prev Supplies	\$ 187	\$ 268	\$ 337	\$ 360	\$ 360	\$ 360	\$ 360	\$ -	0.0%
12142 571000	PD Traffic In State Travel Exp	\$ -	\$ -	\$ -	\$ 66	\$ 110	\$ 110	\$ 110	\$ -	0.0%
TOTAL	Police Traffic Control E	\$ 26,293	\$ 23,823	\$ 28,787	\$ 25,462	\$ 30,531	\$ 30,531	\$ 30,531	\$ -	0.0%
12151 Police Detectives Salary										
12151 511000	Police Detectives FT Salary	\$ 401,129	\$ 446,287	\$ 425,946	\$ 506,955	\$ 531,535	\$ 531,535	\$ 531,535	\$ -	0.0%
12151 513000	Police Detectives OT Salary	\$ 17,182	\$ 16,596	\$ 14,092	\$ 16,702	\$ 33,003	\$ 33,003	\$ 33,003	\$ -	0.0%
12151 514003	Police Detective Accreditation	\$ -	\$ -	\$ -	\$ 300	\$ 300	\$ 300	\$ 300	\$ -	0.0%
12151 514100	PoliceDetective Specialty Pay	\$ 3,800	\$ 6,250	\$ 7,312	\$ 7,450	\$ 8,350	\$ 8,350	\$ 8,350	\$ -	0.0%
12151 514101	Pol Det First Responder Pay	\$ 10,979	\$ 15,972	\$ 17,113	\$ 18,411	\$ 18,779	\$ 18,779	\$ 18,779	\$ -	0.0%
12151 514104	Drug Testing Stipend	\$ -	\$ 3,750	\$ 3,750	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ -	0.0%
12151 514200	Cap Grade	\$ 514	\$ 162	\$ 163	\$ 159	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12151 514700	Night Differential	\$ 2,165	\$ 2,524	\$ 2,375	\$ 5,324	\$ 5,443	\$ 5,443	\$ 5,443	\$ -	0.0%
12151 514800	Police Detectives Longevity				\$ 1,077	\$ -	\$ 2,600	\$ 2,600		
12151 514900	Police Detectives Holiday Pay	\$ 17,839	\$ 20,354	\$ 22,062	\$ 23,826	\$ 24,311	\$ 24,311	\$ 24,311	\$ -	0.0%
12151 517000	Health Insurance	\$ 65,140	\$ 54,865	\$ 66,760	\$ -		\$ -		\$ -	#DIV/0!
12151 517800	Police Detectives Medicare	\$ 6,772	\$ 5,581	\$ 7,218	\$ -		\$ -		\$ -	#DIV/0!
12151 519800	Education Incentive	\$ -	\$ -	\$ 9,118	\$ 12,302	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Police Detectives Salary	\$ 525,519	\$ 572,341	\$ 575,909	\$ 597,006	\$ 626,222	\$ 628,822	\$ 628,822	\$ 2,600	0.4%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
12152 Police Detectives Expense										
12152 524400	Police Detectives R&M Vehicles	\$ 6,856	\$ 3,989	\$ 6,989	\$ 7,256	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
12152 524900	Police Detective R&M Police Eq	\$ 348	\$ 395	\$ 373	\$ 414	\$ 430	\$ 430	\$ 430	\$ -	0.0%
12152 542100	PD Detective Office Supp Exp	\$ 894	\$ 998	\$ 936	\$ 618	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
12152 548000	Police Detectives Veh Supp Exp	\$ 2,168	\$ 1,842	\$ 2,451	\$ 2,789	\$ 2,634	\$ 2,634	\$ 2,634	\$ -	0.0%
12152 558200	PD Detective Uniform Supp Exp	\$ 178	\$ 148	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ -	0.0%
12152 558401	Detective-Crim Prev Supp	\$ 2,608	\$ 3,024	\$ 2,614	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
12152 571000	PD Detective In State Travel	\$ -	\$ 60	\$ -	\$ 199	\$ 385	\$ 385	\$ 385	\$ -	0.0%
12152 573000	Dues and Membership	\$ -	\$ -	\$ -	\$ 120	\$ 250	\$ 250	\$ 250	\$ -	0.0%
TOTAL	Police Detectives Expens	\$ 13,051	\$ 10,457	\$ 13,363	\$ 14,795	\$ 15,099	\$ 15,099	\$ 15,099	\$ -	0.0%
12161 Police Community Service Sal										
12161 511000	Police Community Svc FT Salary	\$ 301,833	\$ 336,663	\$ 275,785	\$ 390,761	\$ 421,615	\$ 421,615	\$ 422,248	\$ 633	0.2%
12161 513000	Police Community Svc OT Salary	\$ 11,439	\$ 15,597	\$ 16,152	\$ 18,638	\$ 9,021	\$ 9,021	\$ 9,021	\$ -	0.0%
12161 514003	Police Community Accreditation	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ -	0.0%
12161 514100	Police Comm Serv Specialty Pay	\$ 2,550	\$ 4,000	\$ 3,050	\$ 4,050	\$ 4,150	\$ 4,150	\$ 4,150	\$ -	0.0%
12161 514101	Pol Com ScvFirst Responder Pay	\$ 6,557	\$ 9,169	\$ 8,857	\$ 10,359	\$ 11,522	\$ 11,522	\$ 11,522	\$ -	0.0%
12161 514104	Drug Testing Stipend	\$ -	\$ 2,250	\$ 2,250	\$ 2,250	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
12161 514800	Police Community Longevity	\$ -	\$ -	\$ -	\$ 1,377	\$ 2,600	\$ 3,000	\$ 3,000	\$ 400	15.4%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
12161 514900	Police Comm Svc Holiday Pay	\$ 7,620	\$ 9,047	\$ 10,989	\$ 14,388	\$ 16,165	\$ 16,390	\$ 16,390	\$ 225	1.4%
12161 517000	Police Comm Svc Health Ins	\$ 18,030	\$ 18,030	\$ 18,480	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12161 517800	Police Community Svc Medicare	\$ 4,808	\$ 4,849	\$ 5,213	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12161 519500	PD CommSvc In Service Training	\$ -	\$ -	\$ -	\$ -	\$ 2,298	\$ 2,298	\$ 2,298	\$ -	0.0%
12161 519900	Police Comm Svc Uniform Allow	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ -	0.0%
TOTAL	Police Community Service	\$ 353,262	\$ 400,030	\$ 341,201	\$ 442,347	\$ 470,896	\$ 471,521	\$ 472,154	\$ 1,258	0.3%
12162 Police Community Service Exp										
12162 524400	Police Comm Svc R&M Vehicles	\$ 2,266	\$ 1,917	\$ 2,968	\$ 2,109	\$ 2,379	\$ 2,379	\$ 2,379	\$ -	0.0%
12162 525000	PD Comm Serv Pkg Meter Repairs	\$ 1,743	\$ 2,438	\$ 2,414	\$ 2,496	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
12162 542100	PD CommSvc Office Supp Exp	\$ 358	\$ 568	\$ 522	\$ 584	\$ 600	\$ 600	\$ 600	\$ -	0.0%
12162 545010	Pol Comm Serv-Aux Pol Ex	\$ 2,172	\$ 5,950	\$ 4,653	\$ 4,367	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%
12162 548000	Police Comm Svc Veh Supp Exp	\$ 285	\$ 1,555	\$ 2,638	\$ 1,012	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
12162 558900	PD-Comm Serv PkgMtr Supp	\$ -	\$ 2,416	\$ 2,119	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ -	0.0%
12162 571000	PD CommSvc In State Travel Exp	\$ 3	\$ -	\$ 39	\$ 134	\$ 189	\$ 189	\$ 189	\$ -	0.0%
12162 573000	PD CommSvc Dues & Memb Exp	\$ 525	\$ 415	\$ 325	\$ 465	\$ 750	\$ 750	\$ 750	\$ -	0.0%
TOTAL	Police Community Service	\$ 7,352	\$ 15,260	\$ 15,679	\$ 13,766	\$ 17,018	\$ 17,018	\$ 17,018	\$ -	0.0%
12961 Public Safety Comm 911 Salary										

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
12961 511000	Public Safety Comm FT Salary	\$ 541,465	\$ 569,078	\$ 534,294	\$ 533,448	\$ 588,427	\$ 622,142	\$ 623,795	\$ 35,368	6.0%
12961 511100	Public Safety Comm PT Salary	\$ 42,601	\$ 63,124	\$ 41,674	\$ 41,179	\$ 50,179	\$ 50,179	\$ 50,179	\$ -	0.0%
12961 513000	Public Safety Comm OT Salary	\$ 57,753	\$ 75,027	\$ 57,622	\$ 57,472	\$ 62,551	\$ 62,551	\$ 62,551	\$ -	0.0%
12961 514104	Drug Testing Stipend	\$ -	\$ -	\$ 6,114	\$ 5,782	\$ 6,000	\$ 5,250	\$ 5,250	\$ (750)	-12.5%
12961 514700	Public Sfty Comm Night Dif Sal	\$ 22,781	\$ 26,262	\$ 24,426	\$ 24,575	\$ 23,555	\$ 21,895	\$ 21,895	\$ (1,660)	-7.0%
12961 514800	Pub Safety Longevity	\$ 865	\$ 3,145	\$ 3,227	\$ 2,802	\$ 3,275	\$ 3,153	\$ 3,153	\$ (122)	-3.7%
12961 514900	Public Safety Comm Holiday Pay	\$ 23,105	\$ 23,313	\$ 24,325	\$ 18,384	\$ 21,052	\$ 16,688	\$ 16,688	\$ (4,364)	-20.7%
12961 515000	PS Defib Stipend	\$ 4,529	\$ 5,540	\$ 4,461	\$ 3,495	\$ 4,050	\$ 3,150	\$ 3,150	\$ (900)	-22.2%
12961 517000	Public Safety Comm Health Ins	\$ 99,455	\$ 99,455	\$ 101,545	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12961 517800	Public Safety Comm Medicare	\$ 10,320	\$ 10,524	\$ 11,236	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12961 517900	PS Comm - Life Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12961 519002	PS Comm - Uniform Maint	\$ 2,090	\$ 23	\$ 2,920	\$ 2,239	\$ 2,700	\$ 2,100	\$ 2,100	\$ (600)	-22.2%
12961 519500	PS Comm In Service Training	\$ -	\$ -	\$ -	\$ -	\$ 2,120	\$ 2,120	\$ 2,120	\$ -	0.0%
12961 519600	Public Safety Comm EMT Stipend	\$ 14,059	\$ 16,212	\$ 13,793	\$ 11,015	\$ 12,555	\$ 9,765	\$ 9,765	\$ (2,790)	-22.2%
12961 519800	PS Comm Education Incentive	\$ -	\$ -	\$ -	\$ 552	\$ 1,665	\$ 435	\$ 435	\$ (1,230)	-73.9%
12961 519900	Public Sfty Comm Uniform Allow	\$ 1,650	\$ 2,669	\$ -	\$ 92	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Public Safety Comm 911 S	\$ 820,672	\$ 894,371	\$ 825,635	\$ 701,034	\$ 778,129	\$ 799,428	\$ 801,081	\$ 22,952	2.9%

12962 Public Safety Comm 911 Expense

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
12962 524600	Public Safety Comm R&M Comp E	\$ 2,979	\$ 2,690	\$ 2,679	\$ 2,996	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
12962 524900	PD PS Comm R&M Police Equip	\$ 40,829	\$ 22,417	\$ 58,308	\$ 40,853	\$ 42,000	\$ 40,925	\$ 40,925	\$ (1,075)	-2.6%
12962 531700	PD Prof Scvs-Emp Train Semnar	\$ 1,724	\$ 1,425	\$ 2,255	\$ 221	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
12962 534100	PS Comm Telephone Expense	\$ 68,578	\$ 73,238	\$ 70,685	\$ 74,486	\$ 75,239	\$ 75,239	\$ 75,239	\$ -	0.0%
12962 542100	PS Comm Office Supplies Exp	\$ 987	\$ 566	\$ 1,019	\$ 1,404	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
12962 542200	Public Sfty Comm Comp Supp Exp	\$ 973	\$ 790	\$ 664	\$ 904	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
12962 558200	PS Comm Unifrom Supp Expense	\$ 900	\$ 772	\$ 1,320	\$ 1,905	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
12962 572000	Pub Sfty Education & Training	\$ -	\$ -	\$ -	\$ 378	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12962 573000	PS Comm Dues & Membership Ex	\$ 195	\$ 1,053	\$ 595	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
TOTAL	Public Safety Comm 911 Expense	\$ 117,165	\$ 102,952	\$ 137,524	\$ 123,145	\$ 127,739	\$ 126,664	\$ 126,664	\$ (1,075)	-0.8%
TOTAL SALARIES		\$ 6,041,040	\$ 6,846,527	\$ 6,755,548	\$ 6,230,498	\$ 6,653,734	\$ 6,676,640	\$ 6,681,548	\$ 27,814	0.4%
TOTAL EXPENSES		\$ 499,011	\$ 521,380	\$ 548,492	\$ 540,557	\$ 636,022	\$ 631,207	\$ 631,207	\$ (4,815)	-0.8%
TOTAL OUTLAY		\$ 150,300	\$ 188,642	\$ 182,390	\$ 204,386	\$ 205,000	\$ 235,000	\$ -	\$ (205,000)	-100.0%
		\$ 6,690,351	\$ 7,556,549	\$ 7,486,430	\$ 6,975,441	\$ 7,494,756	\$ 7,542,847	\$ 7,312,755	\$ (182,001)	-2.4%
GRAND TOTAL		\$ 6,690,351	\$ 7,556,549	\$ 7,486,430	\$ 6,975,441	\$ 7,494,756	\$ 7,542,847	\$ 7,312,755	\$ (182,001)	-2.4%
									\$ (182,001)	
12211 Fire Administration Sala										
12211 511000	Fire Administration FT Salary	\$ 441,473	\$ 483,941	\$ 543,440	\$ 535,982	\$ 588,146	\$ 601,676	\$ 601,676	\$ 13,530	2.3%
12211 511100	Fire Administration PT Salary	\$ 19,511	\$ 19,299	\$ 22,039	\$ 22,920	\$ 21,712	\$ 21,712	\$ 21,712	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
12211 513000	Fire Administration Overtime	\$ 210	\$ -	\$ -	\$ 295	\$ 6,998	\$ 6,998	\$ 6,998	\$ -	0.0%
12211 514100	Specialty Stipends	\$ 10,155	\$ 9,463	\$ 10,779	\$ 13,635	\$ 13,500	\$ 15,500	\$ 15,500	\$ 2,000	14.8%
12211 514102	ALS Specialty Stipend	\$ 3,277	\$ 2,578	\$ 1,197	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12211 514104	Drug Testing Stipend	\$ -	\$ 1,442	\$ 1,485	\$ 1,529	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
12211 514700	Fire Prev Night Differential	\$ 2,192	\$ 1,866	\$ 1,840	\$ 1,969	\$ 2,041	\$ 2,041	\$ 2,041	\$ -	0.0%
12211 514800	Fire Administration Longevity	\$ 3,518	\$ 22,359	\$ 1,854	\$ 1,992	\$ 1,825	\$ 2,075	\$ 2,075	\$ 250	13.7%
12211 514900	Fire Admin Holiday Pay	\$ 19,350	\$ 17,279	\$ 8,084	\$ 8,757	\$ 17,046	\$ 9,252	\$ 9,252	\$ (7,794)	-45.7%
12211 515000	Fire Admin Defib Stipend	\$ 3,225	\$ 2,773	\$ 1,277	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12211 517000	Fire Administration Health Ins	\$ 38,580	\$ 54,865	\$ 72,920	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12211 517800	Fire Admin Medicare	\$ 7,402	\$ 7,751	\$ 8,146	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12211 519200	Fire Admin HazMat Stipend	\$ 3,921	\$ 3,861	\$ 3,358	\$ 3,456	\$ 3,390	\$ 3,390	\$ 3,390	\$ -	0.0%
12211 519600	Fire Admin EMT Stipend	\$ 7,864	\$ 6,276	\$ 3,877	\$ 7,440	\$ 7,446	\$ 9,618	\$ 9,618	\$ 2,172	29.2%
12211 519800	Fire Admin Education Incentive	\$ 20,081	\$ 11,210	\$ 989	\$ 1,312	\$ 1,675	\$ 5,675	\$ 5,676	\$ 4,001	238.9%
12211 519900	Fire Admin Uniform Allowance	\$ 2,101	\$ 1,583	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Fire Administration Sala	\$ 582,859	\$ 646,545	\$ 681,285	\$ 599,286	\$ 665,278	\$ 679,437	\$ 679,437	\$ 14,159	2.1%
12212 Fire Administration Expense										
12212 523100	Fire Admin - Water	\$ 451	\$ 493	\$ 560	\$ 456	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
12212 524300	Fire Admin Maint Bldg	\$ 6,916	\$ 13,042	\$ 4,281	\$ 13,507	\$ 11,000	\$ 11,000	\$ 11,000	\$ -	0.0%
12212 524600	Fire Admin R&M Computer Equip	\$ 8,952	\$ 8,402	\$ 11,464	\$ 4,671	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
12212 527200	Fire Admin Rental Office Equip	\$ 4,705	\$ 4,802	\$ 4,784	\$ 3,929	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
12212 530000	Professional and Tech Services	\$ -	\$ -	\$ -	\$ 12,856	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%
12212 530300	Software Licenses	\$ -	\$ 19,942	\$ 16,368	\$ 37,618	\$ 53,900	\$ 53,900	\$ 53,900	\$ -	0.0%
12212 534200	Fire Admin-Comm Services	\$ 19,402	\$ 18,343	\$ 22,925	\$ 23,980	\$ 24,500	\$ 24,500	\$ 24,500	\$ -	0.0%
12212 534700	Fire Admin Printing	\$ -	\$ 924	\$ 72	\$ 4,388	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
12212 542100	Fire Admin Office Supplies Exp	\$ 6,686	\$ 6,857	\$ 9,130	\$ 7,048	\$ 7,250	\$ 7,250	\$ 7,250	\$ -	0.0%
12212 542400	Fire - Hardware Supplies	\$ 2,809	\$ 2,647	\$ 630	\$ 1,283	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
12212 545000	Fire Admin Custodial Supplies	\$ 6,283	\$ 12,761	\$ 10,338	\$ 9,374	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
12212 552900	Fire Administration Books Exp	\$ 1,860	\$ 1,346	\$ 2,048	\$ 1,396	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
12212 571000	Fire Admin In State Travel Exp	\$ 3,532	\$ 5,095	\$ 21,835	\$ 23,846	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
12212 573000	Fire Admin Dues and Memb Exp	\$ 1,908	\$ 2,573	\$ 2,423	\$ 2,240	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0.0%
TOTAL	Fire Administration Expe	\$ 63,502	\$ 97,229	\$ 106,858	\$ 146,593	\$ 150,650	\$ 150,650	\$ 150,650	\$ -	0.0%
12213 Fire Admin										
12213 587000	Replace Equipment	\$ -	\$ 60,016	\$ 63,393	\$ 21,555	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
TOTAL	Fire Admin	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ADJ. BUDGET	DEPT. REQ.	TA RECOMM		
		\$ -	\$ 60,016	\$ 63,393	\$ 21,555	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	12221 Fire Suppression Salary									
12221 511000	Fire Suppression FT Salary	\$ 3,216,422	\$ 3,362,866	\$ 3,182,857	\$ 3,202,093	\$ 3,386,787	\$ 3,397,171	\$ 3,397,171	\$ 10,384	0.3%
12221 513000	Fire Suppression OT Salary	\$ 458,461	\$ 648,410	\$ 533,105	\$ 661,316	\$ 605,154	\$ 605,154	\$ 605,154	\$ -	0.0%
12221 514100	Specialty Stipends	\$ 1,008	\$ 1,004	\$ 1,753	\$ 2,035	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
12221 514102	ALS Specialty Stipend	\$ 69,278	\$ 61,559	\$ 67,923	\$ 108,351	\$ 131,681	\$ 131,681	\$ 131,681	\$ -	0.0%
12221 514104	Drug Testing Stipend	\$ -	\$ 44,184	\$ 33,065	\$ 31,234	\$ 31,500	\$ 30,000	\$ 30,000	\$ (1,500)	-4.8%
12221 514300	Fire Supp Capacity Difference	\$ 20,579	\$ 14,255	\$ 12,661	\$ 7,071	\$ 18,911	\$ 18,911	\$ 18,911	\$ -	0.0%
12221 514700	Fire Suppression Night Dif Sal	\$ 37,429	\$ 38,435	\$ 36,810	\$ 37,042	\$ 39,216	\$ 39,634	\$ 39,634	\$ 418	1.1%
12221 514800	Fire Suppression Longevity	\$ 12,576	\$ 40,781	\$ 15,732	\$ 16,193	\$ 17,150	\$ 18,950	\$ 18,950	\$ 1,800	10.5%
12221 514900	Fire Suppression Holiday Pay	\$ 162,019	\$ 172,375	\$ 166,697	\$ 167,563	\$ 180,602	\$ 180,186	\$ 180,186	\$ (416)	-0.2%
12221 515000	Fire Suppression Defib Pay	\$ 40,301	\$ 42,445	\$ 44,914	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12221 517000	Fire Suppression Heath Ins	\$ 607,780	\$ 569,907	\$ 666,425	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12221 517800	Fire Suppression Medicare	\$ 59,068	\$ 58,857	\$ 65,990	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12221 519200	Fire Suppress HazMat Stipend	\$ 83,398	\$ 92,573	\$ 88,586	\$ 79,016	\$ 85,395	\$ 85,395	\$ 85,395	\$ -	0.0%
12221 519500	FD Supp In Service Training	\$ 8,333	\$ 10,062	\$ 25,851	\$ 18,624	\$ 24,047	\$ 24,047	\$ 24,047	\$ -	0.0%
12221 519600	EMT Stipend	\$ 55,886	\$ 95,005	\$ 86,770	\$ 112,478	\$ 113,687	\$ 113,687	\$ 113,687	\$ -	0.0%
12221 519800	Fire Admin Education Incentive	\$ 57,271	\$ 44,164	\$ 47,625	\$ 58,471	\$ 65,800	\$ 65,470	\$ 65,470	\$ (330)	-0.5%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
TOTAL	Fire Suppression Salary	\$ 4,889,809	\$ 5,296,883	\$ 5,076,763	\$ 4,501,488	\$ 4,701,930	\$ 4,712,287	\$ 4,712,287	\$ 10,356	0.2%
12222 Fire Suppression Expense										
12222 524400	Fire Suppression R&M Vehicles	\$ 76,768	\$ 58,811	\$ 64,976	\$ 77,849	\$ 62,200	\$ 62,200	\$ 62,200	\$ -	0.0%
12222 524501	Fire Suppression R&M Radio	\$ 26,738	\$ 15,378	\$ 16,023	\$ 18,867	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%
12222 530000	Professional and Tech Services	\$ -	\$ 9,584	\$ -	\$ 9,900	\$ 12,480	\$ 20,500	\$ 20,500	\$ 8,020	64.3%
12222 530001	Fire Supp Prof Serv Med Bills	\$ 21,983	\$ 43,970	\$ 19,443	\$ 29,441	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	0.0%
12222 530009	Fire-Occupational Hlth Service	\$ 7,535	\$ 6,875	\$ 6,250	\$ 7,500	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%
12222 531700	FD Supp Emp Training Seminar	\$ 26,006	\$ 10,214	\$ 34,479	\$ 26,744	\$ 26,000	\$ 26,000	\$ 26,000	\$ -	0.0%
12222 542400	Fire Supp - Extinguisher Ref	\$ 716	\$ 442	\$ 657	\$ 1,300	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
12222 548900	Fire Suppression Gasoline Exp	\$ 13,471	\$ 9,069	\$ 15,062	\$ 22,128	\$ 24,150	\$ 24,150	\$ 24,150	\$ -	0.0%
12222 558600	Fire Supp Firefighter Supplies	\$ 41,580	\$ 32,062	\$ 26,843	\$ 30,259	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0.0%
12222 573000	Fire Supp Dues and Memb Exp	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
TOTAL	Fire Suppression Expense	\$ 217,297	\$ 188,905	\$ 186,232	\$ 226,488	\$ 218,830	\$ 226,850	\$ 226,850	\$ 8,020	3.7%
12223 Fire Suppression Capital										
12223 587003	Turnout Gear Replacement	\$ -	\$ 23,427	\$ 25,000	\$ 25,200	\$ 26,250	\$ 26,250	\$ -	\$ (26,250)	-100.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
12223 587100	FD Supp Capital Outly Off Eq	\$ 2,937	\$ 11,061	\$ 9,111	\$ 9,600	\$ 9,600	\$ 9,600	\$ -	\$ (9,600)	-100.0%
12223 587200	Fire Supp Capital Outlay Other	\$ 46,437	\$ 40,112	\$ 38,940	\$ 40,000	\$ 40,000	\$ 32,000	\$ -	\$ (40,000)	-100.0%
TOTAL	Fire Suppression Capital	\$ 49,374	\$ 74,600	\$ 73,051	\$ 74,800	\$ 75,850	\$ 67,850	\$ -	\$ (75,850)	-100.0%
12301 EMS Salary										
12301 513005	Overtime-EMS Training	\$ 30,017	\$ 27,105	\$ 26,404	\$ 22,393	\$ 28,530	\$ 28,530	\$ 28,530	\$ -	0.0%
12301 519600	EMT Stipend	\$ 41,828	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	EMS Salary	\$ 71,845	\$ 27,105	\$ 26,404	\$ 22,393	\$ 28,530	\$ 28,530	\$ 28,530	\$ -	0.0%
12302 EMS Expenses										
12302 524010	EMS Services Defibrillator	\$ 16,134	\$ 4,086	\$ 680	\$ 15,564	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
12302 524400	EMS Repair & Maint Vehicles	\$ 11,839	\$ 7,664	\$ 14,992	\$ 3,620	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
12302 530000	EMS Training	\$ -	\$ 73	\$ -	\$ -	\$ 13,000	\$ 13,000	\$ 13,000	\$ -	0.0%
12302 530010	ALS Contracted Training	\$ 10,000	\$ 11,250	\$ 10,317	\$ 9,198	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12302 530011	ALS Quality Assurance	\$ -	\$ 8,496	\$ 6,892	\$ 1,531	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
12302 530012	ALS Medical Control	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
12302 530013	Amb Billing Services Exp	\$ 38,190	\$ 33,121	\$ 35,610	\$ 37,552	\$ 34,000	\$ 34,000	\$ 34,000	\$ -	0.0%
12302 548900	EMS Veh Supp-Gasoline	\$ 3,657	\$ 4,302	\$ 8,333	\$ 5,422	\$ 7,350	\$ 7,350	\$ 7,350	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
12302 550000	EMS Medical Supplies	\$ 12,405	\$ 15,431	\$ 15,901	\$ 26,557	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
12302 550002	ALS Consumable Supplies	\$ 36,679	\$ 35,307	\$ 41,694	\$ 36,649	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
12302 573100	EMT Exp - Licenses	\$ 3,000	\$ 3,000	\$ 3,200	\$ 3,200	\$ 4,800	\$ 4,800	\$ 4,800	\$ -	0.0%
TOTAL	EMS Expenses	\$ 141,904	\$ 132,731	\$ 147,619	\$ 149,293	\$ 149,150	\$ 149,150	\$ 149,150	\$ -	0.0%
12303 EMT Capital Exp										
12303 585300	EMS Reporting & Equipment	\$ 17,912	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12303 587000	EMT Repl Equip	\$ -	\$ 25,000	\$ 24,673	\$ 19,551	\$ 20,000	\$ 20,000	\$ -	\$ (20,000)	-100.0%
TOTAL	EMT Capital Exp	\$ 17,912	\$ 25,000	\$ 24,673	\$ 19,551	\$ 20,000	\$ 20,000	\$ -	\$ (20,000)	-100.0%
TOTAL SALARIES		\$ 5,544,512	\$ 5,970,533	\$ 5,784,453	\$ 5,123,167	\$ 5,395,739	\$ 5,420,253	\$ 5,420,254	\$ 24,516	0.5%
TOTAL EXPENSES		\$ 422,703	\$ 418,865	\$ 440,708	\$ 522,374	\$ 518,630	\$ 526,650	\$ 526,650	\$ 8,020	1.5%
TOTAL OUTLAY		\$ 67,286	\$ 159,616	\$ 161,117	\$ 115,906	\$ 95,850	\$ 87,850	\$ -	\$ (95,850)	-100.0%
		\$ 6,034,501	\$ 6,549,014	\$ 6,386,278	\$ 5,761,447	\$ 6,010,219	\$ 6,034,753	\$ 5,946,904	\$ (63,314)	-1.1%
GRAND TOTAL		\$ 6,034,501	\$ 6,549,014	\$ 6,386,278	\$ 5,761,447	\$ 6,010,219	\$ 6,034,753	\$ 5,946,904	\$ (63,314)	-1.1%
									\$ (63,314)	
12911 BEMA Salary										
12911 511100	BEMA Part Time Salary	\$ 12,662	\$ 12,893	\$ 12,250	\$ 13,981	\$ 16,200	\$ 16,200	\$ 16,200	\$ -	0.0%
12911 517800	BEMA - Medicare	\$ 197	\$ 197	\$ 197	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
TOTAL	BEMA Salary	\$ 12,859	\$ 13,090	\$ 12,447	\$ 13,981	\$ 16,200	\$ 16,200	\$ 16,200	\$ -	0.0%
12912 BEMA Expense										
12912 524500	BEMA Exp Maintenance	\$ 4,818	\$ 2,431	\$ 1,592	\$ 3,686	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
12912 530000	BEMA Exp Prof Service Trng	\$ 776	\$ 780	\$ 921	\$ 1,760	\$ 2,200	\$ 2,200	\$ 2,200	\$ -	0.0%
12912 534100	BEMA Telephone Expense	\$ 3,791	\$ 3,476	\$ 2,268	\$ 3,698	\$ 2,394	\$ 2,394	\$ 2,394	\$ -	0.0%
12912 542100	EMS Office Supplies	\$ -	\$ -	\$ 77	\$ -	\$ 300	\$ 300	\$ 300	\$ -	0.0%
12912 573000	BEMA Association Dues	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 50	\$ 50	\$ -	0.0%
TOTAL	BEMA Expense	\$ 9,385	\$ 6,687	\$ 4,858	\$ 9,144	\$ 7,944	\$ 7,944	\$ 7,944	\$ -	0.0%
TOTAL SALARIES		\$ 12,859	\$ 13,090	\$ 12,447	\$ 13,981	\$ 16,200	\$ 16,200	\$ 16,200	\$ -	0.0%
TOTAL EXPENSES		\$ 9,385	\$ 6,687	\$ 4,858	\$ 9,144	\$ 7,944	\$ 7,944	\$ 7,944	\$ -	0.0%
		\$ 22,244	\$ 19,778	\$ 17,305	\$ 23,125	\$ 24,144	\$ 24,144	\$ 24,144	\$ -	0.0%
GRAND TOTAL		\$ 22,244	\$ 19,778	\$ 17,305	\$ 23,125	\$ 24,144	\$ 24,144	\$ 24,144	\$ -	0.0%
13001 510000	School Total Salaries	\$ 39,001,625	\$ 40,697,428	\$ 43,647,550	\$ 47,041,382	\$ 50,520,376	\$ 53,425,442	\$ 53,425,442	\$ 2,905,066	5.8%
13002 521000	School Total Non-Salaries	\$ 10,656,242	\$ 9,427,559	\$ 9,321,935	\$ 9,944,210	\$ 10,129,075	\$ 9,080,999	\$ 9,080,999	\$ (1,048,076)	-10.3%
GRAND TOTAL		\$ 49,657,867	\$ 50,124,987	\$ 52,969,485	\$ 56,985,592	\$ 60,649,451	\$ 62,506,441	\$ 62,506,441	\$ 1,856,990	3.1%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		FY2016 ACTUALS	FY2017 ACTUALS	FY2018 ACTUALS	FY2019 ACTUALS	FY2020 ADJ. BUDGET	FY2021 DEPT. REQ.	FY2021 TA RECOMM	\$ Chg.	% Chg.
13004 569000	Regional School Assessment	\$ 831,521	\$ 795,654	\$ 910,185	\$ 846,771	\$ 984,887	\$ 1,526,845	\$ 1,355,007	\$ 370,120	37.6%
	11751 Planning Salary									
11751 511000	Planning FT Salary	\$ 125,905	\$ 161,070	\$ 210,606	\$ 228,838	\$ 234,797	\$ 237,974	\$ 238,781	\$ 3,985	1.7%
11751 517000	Planning Health Ins	\$ 16,285	\$ 28,305	\$ 28,240	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11751 517800	Planning Medicare	\$ 1,969	\$ 2,862	\$ 3,051	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Planning Salary	\$ 144,159	\$ 192,237	\$ 241,897	\$ 228,838	\$ 234,797	\$ 237,974	\$ 238,781	\$ 3,985	1.7%
	11752 Planning Expense									
11752 530000	Planning Prof & Tech Exp	\$ 7,868	\$ 6,989	\$ 23,912	\$ 12,134	\$ 22,500	\$ 22,500	\$ 22,500	\$ -	0.0%
11752 531900	Planning Prof Serv Adv	\$ 1,216	\$ 1,950	\$ 1,519	\$ 2,758	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
11752 532000	Plann Tuition	\$ -	\$ -	\$ -	\$ -	\$ 600	\$ 600	\$ 600	\$ -	0.0%
11752 534700	Planning Printing Exp	\$ 73	\$ 600	\$ 287	\$ 650	\$ 700	\$ 700	\$ 700	\$ -	0.0%
11752 542100	Planning Office Supp Exp	\$ 600	\$ 575	\$ 600	\$ 488	\$ 700	\$ 700	\$ 700	\$ -	0.0%
11752 552900	Planning Books Expense	\$ -	\$ -	\$ -	\$ 350	\$ 350	\$ 350	\$ 350	\$ -	0.0%
11752 571000	Planning In State Travel	\$ 265	\$ 112	\$ 52	\$ 6	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
11752 573000	Planning Dues & Membership	\$ 380	\$ 380	\$ 600	\$ 700	\$ 700	\$ 800	\$ 800	\$ 100	14.3%
TOTAL	Planning Expense	\$ 10,402	\$ 10,606	\$ 26,970	\$ 17,086	\$ 30,050	\$ 30,150	\$ 30,150	\$ 100	0.3%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
11801 Community Development Salary										
11801 511000	Comm Develop Full Time Salary	\$ 287,990	\$ 297,803	\$ 314,261	\$ 332,406	\$ 340,614	\$ 343,277	\$ 343,277	\$ 2,663	0.8%
11801 514800	Comm Develop Longevity	\$ -	\$ -	\$ -	\$ 775	\$ 825	\$ 825	\$ 825	\$ -	0.0%
11801 517000	Comm Develop Health Insurance	\$ 38,580	\$ 38,580	\$ 39,540	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11801 517800	Comm Develop Medicare	\$ 4,119	\$ 4,291	\$ 4,461	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11801 519900	Comm Develop Uniform Allow	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 750	#DIV/0!
TOTAL	Community Development Sa	\$ 330,689	\$ 340,674	\$ 358,262	\$ 333,181	\$ 341,439	\$ 344,852	\$ 344,852	\$ 3,413	1.0%
11802 Community Development Expense										
11802 524500	Comm Develop R&M Office Equip	\$ 5,698	\$ 6,445	\$ 5,330	\$ 6,158	\$ 7,200	\$ 7,200	\$ 7,200	\$ -	0.0%
11802 530000	Comm Develop Prof & Tech Exp	\$ 11,505	\$ 15,302	\$ 14,588	\$ 14,919	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
11802 530016	Conferences & Professional Dev	\$ -	\$ 2,977	\$ 1,868	\$ 2,870	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
11802 531900	Comm Develop Prof Serv Advert	\$ 412	\$ 750	\$ 87	\$ 750	\$ 750	\$ 750	\$ 750	\$ -	0.0%
11802 532000	Comm DvlpTuition	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
11802 534100	Comm Develop Telephone Expen:	\$ 810	\$ 1,282	\$ 1,293	\$ 1,383	\$ 1,680	\$ 1,680	\$ 1,680	\$ -	0.0%
11802 534600	Comm Develop Printand Mail Exp	\$ 407	\$ 425	\$ 425	\$ 325	\$ 500	\$ 500	\$ 500	\$ -	0.0%
11802 542100	Comm Develop Office Supp Exp	\$ 2,325	\$ 2,331	\$ 2,315	\$ 1,514	\$ 2,450	\$ 2,450	\$ 2,450	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
11802 552900	Comm Develop Books Expense	\$ 350	\$ 350	\$ 350	\$ 110	\$ 350	\$ 350	\$ 350	\$ -	0.0%
11802 571000	Comm Develop In state Travel	\$ 1,463	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11802 573000	Comm Develop Duesand Memb E	\$ 2,084	\$ 1,451	\$ 1,480	\$ 1,411	\$ 2,200	\$ 2,200	\$ 2,200	\$ -	0.0%
TOTAL	Community Development Ex	\$ 25,053	\$ 31,312	\$ 27,736	\$ 29,440	\$ 34,130	\$ 34,130	\$ 34,130	\$ -	0.0%
12411 Building Inspection Salary										
12411 511000	Building Inspection FT Salary	\$ 115,769	\$ 92,595	\$ 141,195	\$ 149,195	\$ 160,769	\$ 161,841	\$ 161,841	\$ 1,072	0.7%
12411 511100	Building Inspection PT Salary	\$ 29,703	\$ 33,418	\$ 39,117	\$ 39,959	\$ 40,758	\$ 40,758	\$ 40,758	\$ -	0.0%
12411 513000	Building Inspections Overtime	\$ 417	\$ 4,346	\$ 1,350	\$ 1,132	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
12411 514105	Eyeglass Reimbursement	\$ -	\$ -	\$ 160	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12411 514800	Building Inspection Longevity	\$ 331	\$ 331	\$ 544	\$ 581	\$ 656	\$ 1,481	\$ 1,481	\$ 825	125.7%
12411 517000	Building Inspection Health Ins	\$ 32,570	\$ 28,305	\$ 28,240	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12411 517800	Building Inspection Medicare	\$ 2,384	\$ 2,453	\$ 2,548	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12411 519900	Bldg Inspect - Uniform Allow	\$ 216	\$ 1,350	\$ 1,046	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350	\$ -	0.0%
TOTAL	Building Inspection Sala	\$ 181,391	\$ 162,798	\$ 214,200	\$ 192,218	\$ 206,033	\$ 207,930	\$ 207,930	\$ 1,897	0.9%
12412 Building Inspection Expense										

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>			
12412 524500	Building Inspection R&M Off Eq	\$ 26	\$ 69	\$ -	\$ 146	\$ 200	\$ 200	\$ 200	\$ -	0.0%	
12412 530000	Bldg Inspect Prof & Tech Svcs	\$ 5,400	\$ 6,400	\$ 13,340	\$ 18,419	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%	
12412 531300	Bldg Joint Inspection Program	\$ 78,729	\$ 82,000	\$ 83,894	\$ 90,000	\$ 91,000	\$ 95,000	\$ 95,000	\$ 4,000	4.4%	
12412 532000	Bldg Insp Tuition	\$ 930	\$ 100	\$ -	\$ 100	\$ 2,200	\$ 2,200	\$ 2,200	\$ -	0.0%	
12412 534100	Telephone Bldg Insp	\$ 1,880	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	\$ -	0.0%	
12412 534600	Bldg Insp Printing & Mailing	\$ 486	\$ 298	\$ 500	\$ 281	\$ 700	\$ 700	\$ 700	\$ -	0.0%	
12412 542100	Building Inspection Office Sup	\$ 750	\$ 750	\$ 750	\$ 643	\$ 800	\$ 800	\$ 800	\$ -	0.0%	
12412 552900	Books and Periodicals	\$ -	\$ 350	\$ 350	\$ 213	\$ 350	\$ 350	\$ 350	\$ -	0.0%	
12412 571000	Bldg Insp In State Travel Exp	\$ 461	\$ 411	\$ 596	\$ 418	\$ 1,070	\$ 3,500	\$ 3,500	\$ 2,430	227.1%	
12412 573000	Bldg Insp Dues and Membership	\$ 450	\$ 590	\$ 450	\$ 515	\$ 800	\$ 800	\$ 800	\$ -	0.0%	
TOTAL	Building Inspection Expe	\$ 89,111	\$ 92,887	\$ 101,799	\$ 112,654	\$ 119,040	\$ 125,470	\$ 125,470	\$ 6,430	5.4%	
14111 Engineering Services Salary											
14111 511000	Engineering Services FT Salary	\$ 68,134	\$ 52,160	\$ 74,352	\$ 78,600	\$ 83,210	\$ 86,281	\$ 86,281	\$ 3,071	3.7%	
14111 511100	Engineering Services PT Salary	\$ 23,739	\$ 20,735	\$ 19,610	\$ 19,841	\$ 25,500	\$ 25,500	\$ 25,500	\$ -	0.0%	
14111 513000	Engineering Services OT Salary	\$ 3,329	\$ 2,609	\$ 3,262	\$ 346	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%	
14111 517000	Engineering Svcs Health Ins	\$ 16,285	\$ 16,285	\$ 5,775	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
14111 517800	Engineering Services Medicare	\$ 1,394	\$ 1,489	\$ 1,455	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
14111 519900	Engineering Svcs Uniform Allow	\$ 675	\$ 675	\$ 500	\$ 675	\$ 675	\$ 675	\$ 675	\$ -	0.0%
TOTAL	Engineering Services Sal	\$ 113,557	\$ 93,952	\$ 104,954	\$ 99,462	\$ 114,385	\$ 117,456	\$ 117,456	\$ 3,071	2.7%
14112 Engineering Services Expense										
14112 524303	Rock Meadow Maintenance	\$ -	\$ 6,775	\$ 7,000	\$ 6,632	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
14112 524500	Engineering Svcs R&M Office Eq	\$ -	\$ -	\$ 200	\$ -	\$ 200	\$ 200	\$ 200	\$ -	0.0%
14112 532000	Eng Svcs Tuition	\$ -	\$ -	\$ -	\$ -	\$ 600	\$ 600	\$ 600	\$ -	0.0%
14112 534100	Telephone	\$ -	\$ 480	\$ 480	\$ 480	\$ 480	\$ 480	\$ 480	\$ -	0.0%
14112 534600	Printing and Mailing	\$ -	\$ 400	\$ 61	\$ 42	\$ 400	\$ 400	\$ 400	\$ -	0.0%
14112 542900	Engineering & Drafting Sup	\$ 135	\$ 186	\$ 300	\$ 243	\$ 300	\$ 300	\$ 300	\$ -	0.0%
14112 571000	Eng Svcs In State Travel Exp	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
14112 573000	Engineering Svcs Dues and Memb	\$ -	\$ -	\$ -	\$ -	\$ 60	\$ 60	\$ 60	\$ -	0.0%
TOTAL	Engineering Services Expense	\$ 135	\$ 7,841	\$ 8,040	\$ 7,397	\$ 11,040	\$ 11,040	\$ 11,040	\$ -	0.0%
TOTAL SALARIES		\$ 769,796	\$ 789,662	\$ 919,312	\$ 853,698	\$ 896,654	\$ 908,212	\$ 909,020	\$ 12,366	1.4%
TOTAL EXPENSES		\$ 124,701	\$ 142,646	\$ 164,546	\$ 166,577	\$ 194,260	\$ 200,790	\$ 200,790	\$ 6,530	3.4%
		\$ 894,497	\$ 932,308	\$ 1,083,858	\$ 1,020,275	\$ 1,090,914	\$ 1,109,002	\$ 1,109,810	\$ 18,896	1.7%
GRAND TOTAL		\$ 894,497	\$ 932,308	\$ 1,083,858	\$ 1,020,275	\$ 1,090,914	\$ 1,109,002	\$ 1,109,810	\$ 18,896	1.7%
									\$ 18,896	

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
14211	Public Works Admin Salar									
14211 511000	Public Works Admin Salary	\$ 253,888	\$ 261,411	\$ 269,414	\$ 270,359	\$ 288,728	\$ 288,728	\$ 291,071	\$ 2,343	0.8%
14211 514001	PW Personal Day Paid	\$ 1,997	\$ 1,518	\$ 719	\$ 2,428	\$ 2,213	\$ 2,213	\$ 2,213	\$ -	0.0%
14211 514400	PW Admin Meal Allowance	\$ 240	\$ 310	\$ 390	\$ 220	\$ 400	\$ 400	\$ 400	\$ -	0.0%
14211 514800	Public Works Admin Longevity	\$ 600	\$ 600	\$ 775	\$ 875	\$ 875	\$ -	\$ -	\$ (875)	-100.0%
14211 517000	Public Works Admin Health Ins	\$ 48,855	\$ 48,855	\$ 50,070	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14211 517800	Public Works Admin Medicare	\$ 3,736	\$ 3,873	\$ 3,946	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14211 519001	Working Out of Grade	\$ -	\$ 329	\$ 94	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14211 519700	PW Admin Tuition Reimbursemer	\$ 1,300	\$ 505	\$ 324	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Public Works Admin Salar	\$ 310,616	\$ 317,402	\$ 325,732	\$ 273,883	\$ 292,216	\$ 291,341	\$ 293,684	\$ 1,468	0.5%
14212 519700	PW Admin Tuition Reimbursement					\$ 1,620	\$ 1,620	\$ 1,620	\$ -	0.0%
14212 530001	Public Wks Adm - Medical Rep	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ 520	\$ -	0.0%
14212 531700	PW Prof Serv Employee Training	\$ 1,446	\$ 1,527	\$ 1,595	\$ 1,509	\$ 1,595	\$ 1,595	\$ 1,595	\$ -	0.0%
14212 531900	PW Admin Prof Serv Advertising	\$ 1,006	\$ 584	\$ 1,185	\$ 1,182	\$ 1,185	\$ 1,185	\$ 1,185	\$ -	0.0%
14212 542100	PW Admin Office Supplies Exp	\$ 2,880	\$ 2,940	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
14212 553100	PW Admin Public Works Supplies	\$ 2,465	\$ 2,508	\$ 2,565	\$ 2,562	\$ 2,565	\$ 2,565	\$ 2,565	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
14212 571000	PW Admin In State Travel Exp	\$ 1,900	\$ 1,264	\$ 1,900	\$ 1,900	\$ 2,900	\$ 2,900	\$ 2,900	\$ -	0.0%
14212 573000	PW Admin Dues and Memb Exp	\$ 729	\$ 770	\$ 733	\$ 560	\$ 785	\$ 785	\$ 785	\$ -	0.0%
TOTAL	Public Works Admin Expen	\$ 10,946	\$ 10,113	\$ 11,498	\$ 11,233	\$ 14,170	\$ 14,170	\$ 14,170	\$ -	0.0%
14221 Street Maintenance Salary										
14221 511000	Street Maintenance FT Salary	\$ 328,525	\$ 355,635	\$ 390,120	\$ 397,359	\$ 470,292	\$ 475,344	\$ 477,389	7,097.32	1.5%
14221 513000	Street Maintenance OT Salary	\$ 86,135	\$ 98,109	\$ 126,494	\$ 97,613	\$ 83,028	\$ 83,028	\$ 83,028	\$ -	0.0%
14221 514000	Street On Call Pay	\$ 11,691	\$ 11,434	\$ 12,570	\$ 11,494	\$ 12,250	\$ 12,250	\$ 12,250	\$ -	0.0%
14221 514800	Street Maintenance Longevity	\$ 1,550	\$ 1,550	\$ 1,925	\$ 2,546	\$ 2,475	\$ 2,825	\$ 2,825	\$ 350	14.1%
14221 515200	Street Availability Stipend	\$ 2,886	\$ 2,613	\$ 2,535	\$ 2,795	\$ 3,380	\$ 3,380	\$ 3,380	\$ -	0.0%
14221 515500	Streets - CDL Stipend	\$ 2,400	\$ 1,605	\$ 2,600	\$ 2,650	\$ 3,900	\$ 3,900	\$ 3,900	\$ -	0.0%
14221 517000	Street Maintenance Health Ins	\$ 54,865	\$ 54,865	\$ 39,540	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14221 517800	Street Maintenance Medicare	\$ 6,683	\$ 7,067	\$ 7,309	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14221 519001	Street Out of Grade	\$ 7,126	\$ 6,291	\$ 4,573	\$ 3,100	\$ 7,283	\$ 7,140	\$ 7,140	\$ (143)	-2.0%
14221 519900	Streets - Uniform Allowance	\$ 2,315	\$ 2,315	\$ 1,495	\$ 2,247	\$ 3,135	\$ 3,135	\$ 3,135	\$ -	0.0%
TOTAL	Street Maintenance Salar	\$ 504,177	\$ 541,484	\$ 589,160	\$ 519,803	\$ 585,743	\$ 591,002	\$ 593,047	\$ 7,304	1.2%
14222 Street Maintenance Expense										

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
14222 524500	Streets-Rep & Maint Radios	\$ 2,952	\$ 3,530	\$ 3,600	\$ 3,667	\$ 3,600	\$ 3,600	\$ 3,600	\$ -	0.0%
14222 525100	Streets - Road Maintenance	\$ 82,203	\$ 70,669	\$ 70,485	\$ 64,637	\$ 72,510	\$ 72,510	\$ 72,510	\$ -	0.0%
14222 529700	Street Soil Removal & Disp	\$ 9,940	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
14222 531600	Street Maint - Pol Details	\$ -	\$ 1,994	\$ 399	\$ 2,253	\$ 5,345	\$ 5,345	\$ 5,345	\$ -	0.0%
14222 534100	Telephone	\$ -	\$ -	\$ 960	\$ 960	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
14222 550000	Streets Medical Supplies	\$ 675	\$ 743	\$ 765	\$ 765	\$ 765	\$ 765	\$ 765	\$ -	0.0%
14222 553100	Street Maintenance PW Supp Exp	\$ 11,548	\$ 10,420	\$ 16,070	\$ 15,114	\$ 16,710	\$ 16,710	\$ 16,710	\$ -	0.0%
14222 553300	StreetMaint PW Signs and Lines	\$ 47,573	\$ 50,334	\$ 51,758	\$ 54,090	\$ 56,795	\$ 56,795	\$ 56,795	\$ -	0.0%
14222 553400	StreetMaint PW Sidewalk Repair	\$ 34,672	\$ 12,209	\$ 19,315	\$ 18,150	\$ 18,150	\$ 18,150	\$ 18,150	\$ -	0.0%
TOTAL	Street Maintenance Expen	\$ 189,563	\$ 149,898	\$ 173,352	\$ 169,636	\$ 184,875	\$ 184,875	\$ 184,875	\$ -	0.0%
14231 Snow & Ice Salary										
14231 513000	Snow Removal - Overtime	\$ 155,265	\$ 260,651	\$ 287,856	\$ 218,339	\$ 117,494	\$ 117,494	\$ 117,494	\$ -	0.0%
14231 514000	Snow On Call OT	\$ 13,148	\$ 12,479	\$ 13,480	\$ 11,940	\$ 11,955	\$ 11,955	\$ 11,955	\$ -	0.0%
TOTAL	Snow & Ice Salary	\$ 168,413	\$ 273,130	\$ 301,336	\$ 230,279	\$ 129,449	\$ 129,449	\$ 129,449	\$ -	0.0%
14232 Snow & Ice Expense										

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
14232 524400	Snow R&M Vehicle	\$ 32,173	\$ 78,973	\$ 68,546	\$ 61,501	\$ 46,310	\$ 46,310	\$ 46,310	\$ -	0.0%
14232 529100	Snow Snow Removal Contractors	\$ 101,078	\$ 372,858	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14232 529101	Snow Removal Contractor	\$ -	\$ -	\$ 480,937	\$ 397,845	\$ 180,100	\$ 180,100	\$ 180,100	\$ -	0.0%
14232 531600	Snow & Ice - Police Details	\$ -	\$ -	\$ 3,459	\$ 1,132	\$ 16,470	\$ 16,470	\$ 16,470	\$ -	0.0%
14232 553100	Snow PW Supp Exp - sand & salt	\$ 306,867	\$ 330,446	\$ 323,445	\$ 227,215	\$ 392,000	\$ 392,000	\$ 392,000	\$ -	0.0%
TOTAL	Snow & Ice Expense	\$ 440,119	\$ 782,276	\$ 876,388	\$ 687,692	\$ 634,880	\$ 634,880	\$ 634,880	\$ -	0.0%
14242 Street Lighting Expense										
14242 522500	Street Lighting Expense	\$ 286,945	\$ 237,628	\$ 338,618	\$ 331,070	\$ 331,070	\$ 331,070	\$ 331,070	\$ -	0.0%
TOTAL	Street Lighting Expense	\$ 286,945	\$ 237,628	\$ 338,618	\$ 331,070	\$ 331,070	\$ 331,070	\$ 331,070	\$ -	0.0%
14251 Central Fleet Maint Salary										
14251 511000	CF Maintenance FT Salary	\$ 230,562	\$ 229,900	\$ 240,410	\$ 221,289	\$ 275,565	\$ 276,242	\$ 276,242	\$ 677	0.2%
14251 514800	CF Maintenance Longevity	\$ 1,750	\$ 1,450	\$ 1,975	\$ 2,325	\$ 1,575	\$ 1,575	\$ 1,575	\$ -	0.0%
14251 515200	CF Maint Availability Stipend	\$ 3,081	\$ 2,873	\$ 3,120	\$ 3,055	\$ 3,380	\$ 3,380	\$ 3,380	\$ -	0.0%
14251 515500	Fleet Maint CDL Stipend	\$ 3,810	\$ 3,910	\$ 3,900	\$ 3,625	\$ 3,900	\$ 3,900	\$ 3,900	\$ -	0.0%
14251 517000	CF Maintenance Health Ins	\$ 65,140	\$ 65,140	\$ 65,720	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14251 517800	CF Maintenance Medicare	\$ 4,004	\$ 4,022	\$ 3,992	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
14251 519001	CFM Working Out of Grade Sal	\$ 1,053	\$ 1,409	\$ 1,155	\$ 755	\$ 1,430	\$ 1,430	\$ 1,430	\$ -	0.0%
14251 519900	Fleet Maint Uniform Allowance	\$ 2,947	\$ 2,375	\$ 2,630	\$ 2,630	\$ 3,135	\$ 3,135	\$ 3,135	\$ -	0.0%
14251 519901	Tool Allowance for Mechanics	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ -	0.0%
TOTAL	Central Fleet Maint Sala	\$ 312,947	\$ 311,680	\$ 323,503	\$ 234,279	\$ 289,585	\$ 290,262	\$ 290,262	\$ 677	0.2%
14252 Central Fleet Maint Expense										
14252 524400	CF Repair & Maintenance	\$ 22,440	\$ 9,553	\$ 9,655	\$ 13,260	\$ 12,100	\$ 12,100	\$ 12,100	\$ -	0.0%
14252 548000	CF Maintenance Veh Supp Exp	\$ 54,417	\$ 53,132	\$ 56,479	\$ 67,494	\$ 59,020	\$ 59,020	\$ 59,020	\$ -	0.0%
14252 548700	CF Maint Supp Oil & Lube	\$ 8,484	\$ 7,798	\$ 8,871	\$ 3,820	\$ 9,565	\$ 9,565	\$ 9,565	\$ -	0.0%
14252 548800	CF Maint Supp Tires and Tubes	\$ 9,790	\$ 11,218	\$ 9,577	\$ 13,837	\$ 11,255	\$ 11,255	\$ 11,255	\$ -	0.0%
14252 548900	CF Maint Unleaded Fuel	\$ 45,009	\$ 54,957	\$ 70,121	\$ 73,639	\$ 66,010	\$ 66,010	\$ 66,010	\$ -	0.0%
14252 553100	CFM Public Works Supplies Exp	\$ 44,210	\$ 45,171	\$ 46,444	\$ 48,608	\$ 48,635	\$ 48,635	\$ 48,635	\$ -	0.0%
14252 558200	CFM - Other Supplies-Uniforms	\$ 3,975	\$ 4,019	\$ 4,556	\$ 3,103	\$ 4,825	\$ 4,825	\$ 4,825	\$ -	0.0%
TOTAL	Central Fleet Maint Expe	\$ 188,324	\$ 185,849	\$ 205,703	\$ 223,761	\$ 211,410	\$ 211,410	\$ 211,410	\$ -	0.0%
14253 Central Fleet Maint Capital										
14253 587200	CFM Capital Outlay Other	\$ 14,831	\$ 70,979	\$ 37,509	\$ 46,141	\$ 47,385	\$ 47,385	\$ -	\$ (47,385)	-100.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
TOTAL	Central Fleet Maint Capi	\$ 14,831	\$ 70,979	\$ 37,509	\$ 46,141	\$ 47,385	\$ 47,385	\$ -	\$ (47,385)	-100.0%
	14261 Forestry Salary									
14261 511000	Forestry Full Time Salary	\$ 40,216	\$ 34,801	\$ 25,497	\$ 41,934	\$ 44,449	\$ 46,066	\$ 46,067	\$ 1,618	3.6%
14261 515500	Forestry CDL Stipend	\$ 1,310	\$ 505	\$ 175	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ -	0.0%
14261 517000	Forestry Health Insurance	\$ 6,010	\$ 6,010	\$ 6,010	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14261 517800	Forestry Medicare	\$ 616	\$ 650	\$ 616	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14261 519900	Forestry Uniform Allowance	\$ 820	\$ 820	\$ -	\$ 820	\$ 820	\$ 820	\$ 820	\$ -	0.0%
TOTAL	Forestry Salary	\$ 48,972	\$ 42,786	\$ 32,298	\$ 44,054	\$ 46,569	\$ 48,186	\$ 48,187	\$ 1,618	3.5%
	14262 Forestry Expense									
14262 530000	Forestry Prof and Tech Svcs	\$ 12,154	\$ 13,000	\$ 18,680	\$ 14,070	\$ 14,070	\$ 14,070	\$ 14,070	\$ -	0.0%
14262 530002	Forestry Contractors Labor	\$ 235,890	\$ 239,605	\$ 242,905	\$ 288,275	\$ 233,315	\$ 233,315	\$ 233,315	\$ -	0.0%
14262 530003	Forestry Tree Warden	\$ 25,725	\$ 26,234	\$ 26,759	\$ 27,565	\$ 28,395	\$ 29,245	\$ 29,245	\$ 850	3.0%
14262 531600	Forestry Prof Serv Police Det	\$ 2,912	\$ 1,670	\$ 1,827	\$ 3,733	\$ 6,460	\$ 6,460	\$ 6,460	\$ -	0.0%
14262 571000	Forestry In State Travel Exp	\$ -	\$ 190	\$ 268	\$ 170	\$ 195	\$ 195	\$ 195	\$ -	0.0%
14262 573000	Forestry Dues and Memb Exp	\$ 85	\$ 125	\$ 125	\$ 100	\$ 130	\$ 130	\$ 130	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
TOTAL	Forestry Expense	\$ 276,766	\$ 280,823	\$ 290,564	\$ 333,913	\$ 282,565	\$ 283,415	\$ 283,415	\$ 850	0.3%
	14331 Collection & Disposal Salary									
14331 511000	Collect & Disposal FT Salary	\$ 46,621	\$ 46,645	\$ 43,452	\$ 28,006	\$ 44,388	\$ 43,589	\$ 43,589	\$ (799)	-1.8%
14331 511100	SW Coord Part Time Salaries	\$ 25,870	\$ 40,203	\$ 41,142	\$ 42,853	\$ 43,660	\$ 43,660	\$ 43,660	\$ -	0.0%
14331 513000	Collect & Disposal OT Salary	\$ 492	\$ 1,694	\$ 2,729	\$ 8,357	\$ 7,518	\$ 7,518	\$ 7,518	\$ -	0.0%
14331 513001	Collect & Disposal Leaf Coll O	\$ 2,383	\$ 2,326	\$ 2,746	\$ 2,657	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14331 514800	Collect & Disposal Longevity	\$ 300	\$ 300	\$ 367	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14331 515500	Coll & Disp - CDL stipend	\$ 1,310	\$ 1,305	\$ 675	\$ 325	\$ 1,300	\$ 1,300	\$ 1,300	\$ -	0.0%
14331 517000	Collect & Disposal Health Ins	\$ 6,010	\$ 6,010	\$ 6,160	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14331 517800	Collection & Disposal Medicare	\$ 1,106	\$ 1,291	\$ 1,419	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14331 519900	Coll & Disp -Uniform Allowance	\$ 820	\$ 820	\$ 1,025	\$ 478	\$ 820	\$ 820	\$ 820	\$ -	0.0%
TOTAL	Collection & Disposal Sa	\$ 84,913	\$ 100,594	\$ 99,715	\$ 82,676	\$ 97,686	\$ 96,887	\$ 96,887	\$ (799)	-0.8%
	14332 Collection & Disposal Expense									
14332 529000	Transfer Station Site Maint	\$ 20,080	\$ 20,881	\$ -	\$ 22,235	\$ 22,235	\$ 22,235	\$ 22,235	\$ -	0.0%
14332 529100	Trash Collection & Disposal	\$ 970,675	\$ 1,068,273	\$ 1,108,479	\$ 1,152,070	\$ 1,151,532	\$ 1,191,812	\$ 1,191,812	\$ 40,280	3.5%
14332 529400	Collection & Disp Recycling	\$ 376,285	\$ 404,664	\$ 416,805	\$ 741,850	\$ 741,940	\$ 767,908	\$ 767,908	\$ 25,968	3.5%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
14332 529402	Outside Processing -Recycle	\$ -	\$ -	\$ 25,062	\$ 181,640	\$ 118,560	\$ 118,560	\$ 118,560	\$ -	0.0%
14332 529403	Trash Overflow Bags	\$ -	\$ -	\$ 32,000	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
14332 529500	Solid Waste Collect & Disposal	\$ 420,933	\$ 464,633	\$ 488,841	\$ 419,122	\$ 591,090	\$ 524,090	\$ 524,090	\$ (67,000)	-11.3%
14332 529600	C&D Leaf and Yard Waste Exp	\$ 317,532	\$ 341,856	\$ 352,110	\$ 347,355	\$ 343,522	\$ 355,545	\$ 355,545	\$ 12,023	3.5%
14332 534100	Telephone	\$ -	\$ -	\$ 960	\$ 960	\$ 1,050	\$ 1,050	\$ 1,050	\$ -	0.0%
14332 545900	Recycling Bins	\$ -	\$ 3,775	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14332 545901	Hazardous Waste	\$ -	\$ 5,575	\$ 10,579	\$ 17,520	\$ 12,730	\$ 15,730	\$ 15,730	\$ 3,000	23.6%
14332 553100	C&D Public Works Supplies	\$ 14,103	\$ 55,881	\$ 16,463	\$ 19,181	\$ 22,890	\$ 22,890	\$ 22,890	\$ -	0.0%
TOTAL	Collection & Disposal Ex	\$ 2,119,608	\$ 2,365,539	\$ 2,451,298	\$ 2,901,933	\$ 3,008,049	\$ 3,022,320	\$ 3,022,320	\$ 14,271	0.5%
14911 Cemetery Salary										
14911 511000	Cemetery Full Time Salary	\$ 271,752	\$ 259,051	\$ 254,090	\$ 249,921	\$ 302,408	\$ 325,612	\$ 325,612	\$ 23,204	7.7%
14911 511100	Cemetery Part Time Salary	\$ 43,821	\$ 41,506	\$ 44,178	\$ 49,703	\$ 48,260	\$ 36,106	\$ 36,106	\$ (12,154)	-25.2%
14911 513000	Cemetery Overtime Salary	\$ 12,102	\$ 13,843	\$ 11,828	\$ 7,665	\$ 19,472	\$ 19,472	\$ 19,472	\$ -	0.0%
14911 514001	Cemetery Personal Day Paid	\$ -	\$ -	\$ -	\$ 697	\$ 1,275	\$ 1,275	\$ 1,275	\$ -	0.0%
14911 514800	Cemetery Longevity	\$ 1,575	\$ 1,450	\$ 1,888	\$ 1,400	\$ 1,700	\$ 1,700	\$ 1,700	\$ -	0.0%
14911 515500	Cemetery CDL Stipend	\$ 5,165	\$ 5,220	\$ 4,375	\$ 4,525	\$ 5,200	\$ 5,200	\$ 5,200	\$ -	0.0%
14911 517000	Cemetery Health Insurance	\$ 32,570	\$ 48,855	\$ 50,070	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
14911 517800	Cemetery Medicare	\$ 4,944	\$ 5,078	\$ 5,104	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14911 519001	Cemetery Working Out of Grade	\$ 3,760	\$ 2,019	\$ 1,793	\$ 2,204	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	#DIV/0!
14911 519700	Cemetery Tuition Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14911 519900	Cemetery - Uniform Allowance	\$ 3,417	\$ 3,280	\$ 3,622	\$ 3,041	\$ 3,280	\$ 3,280	\$ 3,280	\$ -	0.0%
TOTAL	Cemetery Salary	\$ 379,107	\$ 380,302	\$ 376,948	\$ 319,156	\$ 381,595	\$ 395,645	\$ 395,645	\$ 14,050	3.7%
14912 Cemetery Expense										
14912 519700	Cemetery Tuition Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 750	\$ -	0.0%
14912 522900	Cemetery Electricity	\$ -	\$ 671	\$ 491	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14912 523100	Cemetery Water	\$ 807	\$ 2,084	\$ 1,989	\$ 2,410	\$ 2,125	\$ 2,125	\$ -	\$ (2,125)	-100.0%
14912 524500	Cemetery R&M Office Equipment	\$ 4,706	\$ 1,288	\$ 3,143	\$ 738	\$ 4,560	\$ 4,560	\$ 4,560	\$ -	0.0%
14912 529700	Cemetery Soil Removal & Disp	\$ -	\$ -	\$ 6,860	\$ 1,295	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
14912 534200	Cemetery Communicat Serv	\$ 3,467	\$ 3,802	\$ 3,523	\$ 3,734	\$ 4,985	\$ 6,385	\$ 6,385	\$ 1,400	28.1%
14912 542100	Cemetery Office Supplies Exp	\$ 947	\$ 882	\$ 1,101	\$ 1,167	\$ 1,155	\$ 1,155	\$ 1,155	\$ -	0.0%
14912 543000	Cemetery Bldg Maint Supplies	\$ 523	\$ 604	\$ 490	\$ 111	\$ 1,030	\$ 1,030	\$ 1,030	\$ -	0.0%
14912 546000	Cem Groundskeeping Supp-GM	\$ 18,152	\$ 25,430	\$ 22,931	\$ 29,266	\$ 21,035	\$ 21,035	\$ 21,035	\$ -	0.0%
14912 546001	Cem Groundskeeping Supp-HM	\$ 10,018	\$ 15,203	\$ 13,767	\$ 11,024	\$ 14,620	\$ 14,620	\$ 14,620	\$ -	0.0%
14912 548000	Cemetery Vehicle Supplies Exp	\$ 13,871	\$ 8,036	\$ 7,883	\$ 11,549	\$ 8,530	\$ 8,530	\$ 8,530	\$ -	0.0%
14912 548900	Cemetery Unleaded Fuel	\$ 2,865	\$ 2,204	\$ 2,382	\$ 4,292	\$ 3,470	\$ 3,470	\$ 3,470	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
14912 548901	Cemetary Diesel Fuel	\$ 1,857	\$ 1,463	\$ 1,467	\$ 3,202	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
14912 558200	Cemetery Uniform Supp Exp	\$ -	\$ -	\$ -	\$ 140	\$ 200	\$ 200	\$ 200	\$ -	0.0%
14912 573000	Cemetery Dues and Memb Exp	\$ -	\$ -	\$ -	\$ -	\$ 90	\$ 90	\$ 90	\$ -	0.0%
14912 573100	Cemetery Licenses & Certif	\$ 610	\$ 320	\$ 354	\$ 544	\$ 375	\$ 375	\$ 375	\$ -	0.0%
TOTAL	Cemetery Expense	\$ 57,823	\$ 61,987	\$ 66,382	\$ 69,473	\$ 75,425	\$ 76,825	\$ 74,700	\$ (725)	-1.0%
14913 Cemetery-Capital										
14913 587000	Cemetery Replace Equipment	\$ 16,544	\$ 7,770	\$ 15,794	\$ 18,205	\$ 18,205	\$ 18,205	\$ -	\$ (18,205)	-100.0%
TOTAL	Cemetery-Capital	\$ 16,544	\$ 7,770	\$ 15,794	\$ 18,205	\$ 18,205	\$ 18,205	\$ -	\$ (18,205)	-100.0%
16501 Parks Salary										
16501 511000	Parks Full Time Salary	\$ 257,091	\$ 253,647	\$ 239,853	\$ 256,316	\$ 273,988	\$ 278,540	\$ 278,540	\$ 4,552	1.7%
16501 511100	Parks Part Time Salary	\$ 28,401	\$ 22,876	\$ 22,056	\$ 25,920	\$ 28,320	\$ 30,680	\$ 30,680	\$ 2,360	8.3%
16501 513000	Parks Overtime Salary	\$ 5,881	\$ 1,802	\$ 737	\$ 8,266	\$ 9,649	\$ 9,649	\$ 9,649	\$ -	0.0%
16501 513002	Parks Scheduled OT	\$ 32,588	\$ 40,891	\$ 43,957	\$ 44,788	\$ 52,739	\$ 52,739	\$ 52,739	\$ -	0.0%
16501 514001	Parks -Personal Day Paid	\$ -	\$ 1,223	\$ 2,802	\$ 912	\$ 2,005	\$ 2,005	\$ 2,005	\$ -	0.0%
16501 514800	Parks & Fac Longevity	\$ 1,150	\$ 1,696	\$ 850	\$ 1,050	\$ 1,300	\$ 1,300	\$ 1,300	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
16501 515500	Parks CDL Stipend	\$ 4,230	\$ 5,290	\$ 4,200	\$ 4,475	\$ 5,200	\$ 5,200	\$ 5,200	\$ -	0.0%
16501 517000	Parks Health Insurance	\$ 71,150	\$ 71,150	\$ 72,920	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16501 517800	Parks Medicare	\$ 5,276	\$ 5,409	\$ 5,493	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16501 519001	Park & Fac Working out Grade	\$ 4,983	\$ 1,211	\$ 1,156	\$ 1,868	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	#DIV/0!
16501 519700	Tuition Reimbursement	\$ -	\$ 690	\$ 164	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16501 519900	Parks Uniform Allowance	\$ 3,280	\$ 4,305	\$ 2,938	\$ 2,460	\$ 3,280	\$ 3,280	\$ 3,280	\$ -	0.0%
TOTAL	Parks Salary	\$ 414,030	\$ 410,189	\$ 397,127	\$ 346,054	\$ 376,481	\$ 386,393	\$ 386,393	\$ 9,912	2.6%
16502 Parks Expense										
16502 519700	Tuition Reimbursement	\$ -	\$ -	\$ -	\$ 593	\$ 750	\$ 750	\$ 750	\$ -	0.0%
16502 522900	Parks Electricity Expense	\$ 10,214	\$ 10,026	\$ 9,775	\$ 12,327	\$ 15,545	\$ 15,545	\$ 15,545	\$ -	0.0%
16502 523100	Parks Water Expense	\$ 14,005	\$ 284	\$ 8,359	\$ 1,738	\$ 6,740	\$ 6,740	\$ -	\$ (6,740)	-100.0%
16502 524300	Parks R&M Bldgs and Grounds	\$ 5,289	\$ 1,553	\$ 1,073	\$ 7,807	\$ 1,360	\$ 1,360	\$ 1,360	\$ -	0.0%
16502 524301	Repair& Maint Contractual Sers	\$ 28,310	\$ 44,517	\$ 20,997	\$ 29,102	\$ 37,925	\$ 37,925	\$ 37,925	\$ -	0.0%
16502 524302	Repair & Maint Synthetic	\$ 4,395	\$ 500	\$ 9,779	\$ 978	\$ 8,180	\$ 8,180	\$ 8,180	\$ -	0.0%
16502 524400	Parks R&M Vehicles	\$ 25,378	\$ 24,849	\$ 24,009	\$ 21,585	\$ 25,315	\$ 25,315	\$ 25,315	\$ -	0.0%
16502 530000	Harris Park - Service Contract	\$ 408	\$ 3,625	\$ -	\$ 400	\$ 6,500	\$ 6,500	\$ 6,500	\$ -	0.0%
16502 534100	Parks Telephone Expense	\$ 2,629	\$ 2,098	\$ 2,801	\$ 3,124	\$ 4,605	\$ 4,605	\$ 4,605	\$ -	0.0%
16502 542100	Parks Office Supplies Expense	\$ 1,499	\$ 449	\$ 396	\$ 3,470	\$ 390	\$ 390	\$ 390	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
16502 543100	Chain Link Fencing	\$ 9,990	\$ 3,500	\$ 4,820	\$ 1,750	\$ 10,335	\$ 10,335	\$ 10,335	\$ -	0.0%
16502 546000	Parks & Fac-Groundskeeping Sup	\$ 18,307	\$ 15,989	\$ 24,586	\$ 62,892	\$ 26,960	\$ 26,960	\$ 26,960	\$ -	0.0%
16502 548900	Parks Unleaded Fuel	\$ 7,232	\$ 5,125	\$ 6,155	\$ 9,035	\$ 9,035	\$ 9,035	\$ 9,035	\$ -	0.0%
TOTAL	Parks Expense	\$ 127,655	\$ 112,516	\$ 112,749	\$ 154,802	\$ 153,640	\$ 153,640	\$ 146,900	\$ (6,740)	-4.4%
16503 Parks & Fac Capital Exp										
16503 585000	Parks & Fac-Add'l Equip	\$ 12,281	\$ 4,932	\$ 9,062	\$ 14,290	\$ 14,290	\$ 14,290	\$ -	\$ (14,290)	-100.0%
TOTAL	Parks & Fac Capital Exp	\$ 12,281	\$ 4,932	\$ 9,062	\$ 14,290	\$ 14,290	\$ 14,290	\$ -	\$ (14,290)	-100.0%
16511 Deltas Salary										
16511 511000	Deltas Full Time Salary	\$ 50,636	\$ 50,663	\$ 46,254	\$ 30,298	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16511 514800	Deltas Longevity	\$ 300	\$ 350	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16511 515500	Deltas CDL Stipend	\$ 1,310	\$ 1,305	\$ 1,150	\$ 875	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16511 517000	Deltas Health Insurance	\$ 6,010	\$ 16,285	\$ 16,690	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16511 517800	Deltas Medicare	\$ 770	\$ 785	\$ 779	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16511 519900	Delta Uniform Allowance	\$ 820	\$ 820	\$ 820	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Deltas Salary	\$ 59,846	\$ 70,208	\$ 66,143	\$ 31,173	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
16512 Deltas Expense										
16512 553100	Deltas Public Works Supplies	\$ 4,319	\$ 4,257	\$ 4,450	\$ 4,119	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Deltas Expense	\$ 4,319	\$ 4,257	\$ 4,450	\$ 4,119	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL SALARIES		\$ 2,283,021	\$ 2,447,774	\$ 2,511,960	\$ 2,081,358	\$ 2,199,324	\$ 2,229,165	\$ 2,233,554	\$ 34,230	1.6%
TOTAL EXPENSES		\$ 3,702,068	\$ 4,190,885	\$ 4,531,002	\$ 4,887,632	\$ 4,896,084	\$ 4,912,605	\$ 4,903,740	\$ 7,656	0.2%
TOTAL OUTLAY		\$ 43,656	\$ 83,682	\$ 62,364	\$ 78,636	\$ 79,880	\$ 79,880	\$ -	\$ (79,880)	-100.0%
		\$ 6,028,745	\$ 6,722,341	\$ 7,105,326	\$ 7,047,625	\$ 7,175,288	\$ 7,221,650	\$ 7,137,294	\$ (37,994)	-0.5%
GRAND TOTAL		\$ 6,028,745	\$ 6,722,341	\$ 7,105,326	\$ 7,047,625	\$ 7,175,288	\$ 7,221,650	\$ 7,137,294	\$ (37,994)	-0.5%
									\$ (37,994)	

16311 Recreation Admin Salary

16311 511000	Recreation Admin FT Salary	\$ 64,769	\$ 66,437	\$ 80,627	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16311 514800	Recreation Admin Longevity	\$ 750	\$ 1,238	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16311 517000	Recreation Admin Health Ins	\$ 6,010	\$ 6,010	\$ 6,160	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16311 517800	Parks Admin - Medicare	\$ 908	\$ 976	\$ 1,169	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Recreation Admin Salary	\$ 72,437	\$ 74,661	\$ 87,956	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

16312 Recreation Admin Expense

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
16312 542100	Rec Admin Office Supp Exp	\$ 2,146	\$ 2,339	\$ 1,371	\$ 2,200	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16312 558900	Recreation Admin Other Expense	\$ 2,987	\$ 727	\$ 7,107	\$ 9,330	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Recreation Admin Expense	\$ 5,134	\$ 3,066	\$ 8,478	\$ 11,530	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16321 Recreation Programs Salary										
16321 511000	Recreation Programs FT Salary	\$ 40,486	\$ 54,610	\$ 102,445	\$ 197,598	\$ 202,162	\$ 215,300	\$ 216,812	\$ 14,650	7.2%
16321 511100	Recreation Part Time Salary	\$ -	\$ -	\$ 11,514	\$ 28,860	\$ 30,481	\$ 22,500	\$ 22,500	\$ (7,981)	-26.2%
16321 511101	Rec Prog Sport PT Salary	\$ 45,400	\$ 42,996	\$ 13,046	\$ 17,445	\$ 17,500	\$ 17,500	\$ 17,500	\$ -	0.0%
16321 511102	Rec Prog Spring PT Salary	\$ 710	\$ -	\$ 2,000	\$ 70,608	\$ 73,000	\$ 73,000	\$ 73,000	\$ -	0.0%
16321 511103	Rec Prog Summer PT Salary	\$ 133,975	\$ 184,748	\$ 149,476	\$ 171,807	\$ 192,000	\$ 192,000	\$ 192,000	\$ -	0.0%
16321 511104	Rec Prog Fall/Winter PT Salary	\$ 118,656	\$ 113,914	\$ 100,082	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16321 511105	Rec Prog Skating Rink PT Sal	\$ 31,862	\$ 29,376	\$ 35,377	\$ 50,520	\$ 40,460	\$ 42,500	\$ 42,500	\$ 2,040	5.0%
16321 511106	Rec Prog Camp PT Salary	\$ 104,748	\$ 88,723	\$ 90,994	\$ 102,275	\$ 110,200	\$ 110,000	\$ 110,000	\$ (200)	-0.2%
16321 517000	Recreation Prog Health Ins	\$ 16,285	\$ 6,010	\$ 16,320	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16321 517800	Recreation Programs Medicare	\$ 7,293	\$ 7,541	\$ 8,911	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16321 519001	Working Out of Grade	\$ 181	\$ 307	\$ 312	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Recreation Programs Sala	\$ 499,597	\$ 528,226	\$ 530,477	\$ 639,114	\$ 665,803	\$ 672,800	\$ 674,312	\$ 8,509	1.3%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
16322 Recreation Programs Expense										
16322 522700	Oil Used for Heat	\$ 4,566	\$ 3,787	\$ 5,033	\$ -	\$ 9,000	\$ 7,000	\$ 7,000	\$ (2,000)	-22.2%
16322 522900	Electricity	\$ 52,716	\$ 60,995	\$ 53,925	\$ 61,876	\$ 85,686	\$ 69,000	\$ 69,000	\$ (16,686)	-19.5%
16322 523100	Recreation Water	\$ 16,552	\$ 22,471	\$ 24,701	\$ -	\$ 27,000	\$ 20,000	\$ -	\$ (27,000)	-100.0%
16322 529300	Recreation Prog Custodial Svc	\$ 36,516	\$ 36,617	\$ 36,086	\$ 34,291	\$ 36,500	\$ 23,500	\$ 23,500	\$ (13,000)	-35.6%
16322 530000	Professional and Tech Services	\$ 802	\$ 8,200	\$ 3,321	\$ 2,005	\$ 8,500	\$ 6,500	\$ 6,500	\$ (2,000)	-23.5%
16322 533000	Recreation Prog-Transportation	\$ 23,010	\$ 21,054	\$ 19,744	\$ 23,301	\$ 30,000	\$ 30,500	\$ 30,500	\$ 500	1.7%
16322 534100	Recreation Prog Telephone Exp	\$ 438	\$ 363	\$ 1,095	\$ 1,278	\$ 1,530	\$ 2,124	\$ 2,124	\$ 594	38.8%
16322 534700	Printing	\$ -	\$ -	\$ -	\$ 5,000	\$ 6,500	\$ 8,250	\$ 8,250		
16322 542100	Office Supplies	\$ -	\$ -	\$ -	\$ 2,200	\$ 2,250	\$ 2,250	\$ 2,250		
16322 545001	Recreation Program Expenses	\$ 50,401	\$ 39,013	\$ 32,400	\$ 22,096	\$ 36,000	\$ 37,000	\$ 37,000	\$ 1,000	2.8%
16322 545002	Pool Expenses	\$ 22,935	\$ 42,221	\$ 64,542	\$ 67,619	\$ 60,000	\$ 65,000	\$ 65,000	\$ 5,000	8.3%
16322 545003	Skating Rink Supplies	\$ 43,744	\$ 56,360	\$ 56,899	\$ 66,386	\$ 60,000	\$ 72,000	\$ 72,000	\$ 12,000	20.0%
16322-000000	Facility Rentals	\$ -	\$ -	\$ -	\$ 22,096	\$ 36,575	\$ 46,400	\$ 46,400	\$ 9,825	26.9%
16322 530300	Recreation Software	\$ 2,255	\$ 4,499	\$ 4,308	\$ 9,386	\$ 9,797	\$ 10,000	\$ 10,000	\$ 203	2.1%
TOTAL	Recreation Programs Expe	\$ 253,936	\$ 295,581	\$ 302,054	\$ 317,533	\$ 409,338	\$ 399,524	\$ 379,524	\$ (29,814)	-7.3%
TOTAL SALARIES		\$ 572,035	\$ 602,887	\$ 618,433	\$ 639,114	\$ 665,803	\$ 672,800	\$ 674,312	\$ 8,509	1.3%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>	
	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>			
TOTAL EXPENSES	\$ 259,070	\$ 298,647	\$ 310,532	\$ 329,063	\$ 409,338	\$ 399,524	\$ 379,524	\$ (29,814)	-7.3%	
	\$ 831,104	\$ 901,533	\$ 928,965	\$ 968,177	\$ 1,075,141	\$ 1,072,324	\$ 1,053,836	\$ (21,305)	-2.0%	
					\$ (1,075,141)					
GRAND TOTAL RECREATION	\$ 831,104	\$ 901,533	\$ 928,965	\$ 968,177	\$ 1,075,141	\$ 1,072,324	\$ 1,053,836	\$ (21,305)	-2.0%	
								\$ (21,305)		
11941 Facilities Dept System S										
11941 511000	Full Time Salaries	\$ 309,059	\$ 441,258	\$ 467,080	\$ 489,676	\$ 551,143	\$ 556,750	\$ 559,366	\$ 8,223	1.5%
11941 511100	Part Time Salaries	\$ 50,641	\$ 48,687	\$ 50,554	\$ 14,079	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11941 513000	Overtime	\$ 8,694	\$ 13,678	\$ 28,402	\$ 11,392	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
11941 514800	Longevity	\$ 1,550	\$ 1,675	\$ 1,625	\$ 1,875	\$ 2,175	\$ 2,225	\$ 2,225	\$ 50	2.3%
11941 515200	Availability Stipend	\$ 786	\$ 703	\$ 925	\$ 775	\$ 1,040	\$ 780	\$ 780	\$ (260)	-25.0%
11941 517000	Health Insurance	\$ 38,580	\$ 71,150	\$ 71,495	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11941 517800	Medicare	\$ 5,795	\$ 8,158	\$ 9,269	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11941 519001	Working Out of Grade	\$ 337	\$ 1,472	\$ 4,106	\$ 308	\$ 1,325	\$ 1,325	\$ 1,325	\$ -	0.0%
11941 519700	Tuition Reimbursement	\$ 2,991	\$ 1,625	\$ 1,553	\$ -					
11941 519900	Uniform Allowance	\$ 2,460	\$ 2,460	\$ 2,743	\$ 2,460	\$ 3,280	\$ 3,280	\$ 3,280	\$ -	0.0%
TOTAL	Facilities Dept System S	\$ 420,893	\$ 590,865	\$ 637,751	\$ 520,566	\$ 570,963	\$ 576,360	\$ 578,976	\$ 8,013	1.4%
Major Building Repair Systemwi										

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
11943 582600	Major Building Repairs	\$ 267,116	\$ 73,954	\$ 153,497	\$ -					
11943 585000	Additional Equipment		\$ -	\$ -	\$ 38,918	\$ 25,000	\$ 25,000	\$ -	\$ (25,000)	-100.0%
TOTAL	Major Building Repair Sy	\$ 267,116	\$ 73,954	\$ 153,497	\$ 38,918	\$ 25,000	\$ 25,000	\$ -	\$ (25,000)	-100.0%
11946 Facilities - Town Expenses										
11946 521100	Utilities ESCo Lease Payment	\$ 7,530	\$ 3,765	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11946 522700	Oil Used for Heat	\$ 45,113	\$ 42,870	\$ 62,102	\$ 59,343	\$ 55,000	\$ 55,000	\$ 55,000	\$ -	0.0%
11946 522800	Natural Gas	\$ 35,942	\$ 40,370	\$ 73,338	\$ 75,173	\$ 50,310	\$ 50,310	\$ 50,310	\$ -	0.0%
11946 522900	Electricity	\$ 275,257	\$ 260,625	\$ 264,402	\$ 270,558	\$ 327,285	\$ 327,600	\$ 327,600	\$ 315	0.1%
11946 523100	Water	\$ 22,385	\$ 30,421	\$ 30,239	\$ 30,221	\$ 28,402	\$ 28,402	\$ 28,402	\$ -	0.0%
11946 523101	Water Fire Protection Services	\$ 6,092	\$ 6,262	\$ 7,384	\$ 6,509	\$ 6,500	\$ 6,500	\$ 6,500	\$ -	0.0%
11946 523300	Diesel Fuel - generators	\$ 3,380	\$ 7,225	\$ 9,418	\$ 10,628	\$ 6,600	\$ 6,600	\$ 6,600	\$ -	0.0%
11946 523400	Energy Conservations measures	\$ 23,108	\$ 121	\$ 40,632	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
11946 524300	Repair & Maint Bldg/Grounds	\$ 70,261	\$ 31,962	\$ 109,924	\$ 137,429	\$ 55,000	\$ 55,000	\$ 55,000	\$ -	0.0%
11946 524301	Repair Contractual Services	\$ 279,294	\$ 100,330	\$ 262,225	\$ 224,369	\$ 135,515	\$ 138,900	\$ 138,900	\$ 3,385	2.5%
11946 524306	R&M HVAC Contract Services	\$ -	\$ -	\$ 103,612	\$ 118,179	\$ 107,189	\$ 107,189	\$ 107,189	\$ -	0.0%
11946 524307	Pavement Maintenance	\$ -	\$ -	\$ 19,418	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
11946 524400	Fleet Repair & Maint	\$ -	\$ -	\$ 5,080	\$ 4,856	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
11946 527200	Rental of Office Equipment	\$ 14,429	\$ 17,159	\$ 14,395	\$ 14,545	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
11946 527400	Equipment Rental	\$ -	\$ -	\$ 3,345	\$ 9,450	\$ 3,300	\$ 3,300	\$ 3,300	\$ -	0.0%
11946-529300	Custodial Services (Contracted)	\$ -		\$ -		\$ 137,200	\$ 141,040	\$ 141,040	\$ 3,840	2.8%
11946 530000	Professional and Tech Services	\$ 3,887	\$ 6,675	\$ 11,365	\$ 21,303	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%
11946 532000	Tuition	\$ -	\$ -	\$ -	\$ 2,285	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
11946 534100	Telephone	\$ 29,435	\$ 29,149	\$ 32,415	\$ 33,032	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11946 534500	Postage	\$ 39,636	\$ 39,419	\$ 19,560	\$ 39,657	\$ 20,000	\$ 40,000	\$ 40,000	\$ 20,000	100.0%
11946 542100	Office Supplies	\$ 2,687	\$ 2,070	\$ 1,657	\$ 1,818	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
11946 543000	Building Maintenance Supplies	\$ 28,534	\$ 16,198	\$ 10,858	\$ 8,599	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
11946 545000	Custodial Supplies	\$ 17,866	\$ 21,758	\$ 21,482	\$ 15,482	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0.0%
11946 558404	Furniture & Fixture Expense	\$ -	\$ -	\$ 3,967	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
11946 585000	Machinery & Equipment		\$ -	\$ 14,645	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Facilities - Town Expens	\$ 904,836	\$ 656,380	\$ 1,121,464	\$ 1,083,434	\$ 1,036,801	\$ 1,064,341	\$ 1,064,341	\$ 27,540	2.7%
11947 Facilities - School Operating										
11947 521100	Utilities ESCo Lease Payment	\$ 183,403	\$ 92,496	\$ 37,045	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11947 522700	Oil Used for Heat	\$ 6,071	\$ 8,307	\$ 11,851	\$ 16,046	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%
11947 522800	Natural Gas	\$ 374,613	\$ 416,926	\$ 589,380	\$ 478,920	\$ 425,000	\$ 425,000	\$ 425,000	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
11947 522900	Electricity	\$ 710,381	\$ 661,440	\$ 723,075	\$ 740,000	\$ 781,578	\$ 781,578	\$ 781,578	\$ -	0.0%
11947 523100	Water	\$ 64,242	\$ 52,117	\$ 58,433	\$ 67,334	\$ 62,034	\$ 62,034	\$ 62,034	\$ -	0.0%
11947 523101	Water Fire Protection Services	\$ -	\$ 9,128	\$ 6,851	\$ 3,770	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
11947 523400	Energy Conservations measures	\$ -	\$ -	\$ 87,233	\$ -	\$ 183,500	\$ 183,500	\$ 183,500	\$ -	0.0%
11947 524300	Repair & Maint Bldg/Grounds	\$ 414,193	\$ 153,831	\$ 293,651	\$ 138,769	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	0.0%
11947 524301	Repair Contractual Services	\$ -	\$ -	\$ 229,451	\$ 236,735	\$ 215,820	\$ 221,216	\$ 221,216	\$ 5,396	2.5%
11947 524306	R&M HVAC Contract Services	\$ -	\$ -	\$ 201,725	\$ 305,261	\$ 272,442	\$ 272,442	\$ 272,442	\$ -	0.0%
11947 524307	Pavement Maintenance	\$ -	\$ -	\$ -	\$ 8,250	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
11947 524400	Fleet Repair & Maint	\$ -	\$ -	\$ 6,303	\$ 8,558	\$ 6,500	\$ 6,500	\$ 6,500	\$ -	0.0%
11947 527400	Equipment Rental	\$ -	\$ -	\$ 18,263	\$ 4,325	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%
11947 529300	Custodial Service	\$ 361,576	\$ 339,425	\$ 353,300	\$ 534,516	\$ 519,150	\$ 545,650	\$ 545,650	\$ 26,500	5.1%
11947 530000	Professional and Tech Services	\$ -	\$ -	\$ 27,370	\$ 32,386	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	0.0%
11947 532000	Tuition	\$ -	\$ -	\$ -	\$ 2,285	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
11947 534100	Telephone	\$ 44,449	\$ 48,252	\$ 45,547	\$ 41,627	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11947 542100	Office Supplies	\$ 1,443	\$ 484	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11947 543000	Building Maintenance Supplies	\$ 161,822	\$ 371,556	\$ 79,067	\$ 32,766	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	0.0%
11947 545000	Custodial Supplies	\$ 55,301	\$ 123,872	\$ 130,250	\$ 157,641	\$ 130,000	\$ 130,000	\$ 130,000	\$ -	0.0%
11947 558200	Other Supplies-Uniforms	\$ 8,695	\$ 11,085	\$ 10,486	\$ 9,881	\$ 11,000	\$ 11,000	\$ 11,000	\$ -	0.0%
11947 558404	Furniture Expense	\$ -	\$ 38,410	\$ 3,219	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
11947 585000	Machinery &I Equipment		\$ -	\$ 39,854	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Facilities - School Operating	\$ 2,386,189	\$ 2,327,328	\$ 2,952,354	\$ 2,819,069	\$ 3,058,524	\$ 3,090,420	\$ 3,090,420	\$ 31,896	1.0%
TOTAL SALARIES		\$ 420,893	\$ 590,865	\$ 637,751	\$ 520,566	\$ 570,963	\$ 576,360	\$ 578,976	\$ 8,013	1.4%
TOTAL EXPENSES		\$ 3,291,025	\$ 2,983,709	\$ 4,073,818	\$ 3,902,504	\$ 4,095,325	\$ 4,154,761	\$ 4,154,761	\$ 59,436	1.5%
TOTAL OUTLAY		\$ 267,116	\$ 73,954	\$ 153,497	\$ 38,918	\$ 25,000	\$ 25,000	\$ -	\$ (25,000)	-100.0%
		\$ 3,979,034	\$ 3,648,528	\$ 4,865,066	\$ 4,461,987	\$ 4,691,288	\$ 4,756,121	\$ 4,733,737	\$ 42,449	0.9%
GRAND TOTAL		\$ 3,979,034	\$ 3,648,528	\$ 4,865,066	\$ 4,461,987	\$ 4,691,288	\$ 4,756,121	\$ 4,733,737	\$ 42,449	0.9%
									\$ 42,449	
12921 Animal Care & Control Of										
12921 511000	Animal Control FT Salary	\$ 40,705	\$ 57,612	\$ 59,304	\$ 60,491	\$ 61,701	\$ 61,701	\$ 62,318	\$ 617	1.0%
12921 514000	Animal Control On Call Pay	\$ 553	\$ 723	\$ 843	\$ 692	\$ 750	\$ 750	\$ 750	\$ -	0.0%
12921 517800	Animal Control Medicare	\$ 818	\$ 842	\$ 869	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12921 519900	Animal Control Uniform Allow	\$ 581	\$ 650	\$ 423	\$ 650	\$ 650	\$ 650	\$ 650	\$ -	0.0%
TOTAL	Animal Care & Control Of	\$ 42,657	\$ 59,827	\$ 61,439	\$ 61,833	\$ 63,101	\$ 63,101	\$ 63,718	\$ 617	1.0%
12922 Animal Care & Control Officer										
12922 524400	Animal Control R&M Vehicles	\$ 1,921	\$ 1,864	\$ 97	\$ 570	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
12922 530000	Animal Ctrl Prof and Tech Svcs	\$ 1,767	\$ 2,153	\$ 1,827	\$ 1,913	\$ 2,930	\$ 2,930	\$ 2,930	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>			
12922 530500	Animal Control Prof Serv Vet	\$ 370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12922 533200	AC Mosquito Control Program	\$ 17,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12922 548000	Animal Cont-Vehicle Supplies	\$ 36	\$ 740	\$ 622	\$ 1,980	\$ 750	\$ 750	\$ 750	\$ 750	\$ -	0.0%
12922 548900	Animal Control Vehicle Sup Gas	\$ 859	\$ 1,402	\$ 1,104	\$ 420	\$ 1,545	\$ 1,545	\$ 1,545	\$ 1,545	\$ -	0.0%
12922 558900	Animal Control Other Expense	\$ 394	\$ 600	\$ -	\$ 455	\$ 600	\$ 600	\$ 600	\$ 600	\$ -	0.0%
12922 571000	Animal Ctrl In State Travel	\$ 286	\$ 81	\$ 101	\$ 2	\$ 500	\$ 500	\$ 500	\$ 500	\$ -	0.0%
12922 573000	Animal Ctrl Dues and Memb Exp	\$ -	\$ 10	\$ 49	\$ -	\$ 50	\$ 50	\$ 50	\$ 50	\$ -	0.0%
TOTAL	Animal Care & Control Of	\$ 22,884	\$ 6,850	\$ 3,800	\$ 5,340	\$ 7,875	\$ 7,875	\$ 7,875	\$ 7,875	\$ -	0.0%
15101 Health Department Salary											
15101 511000	Health Department FT Salary	\$ 214,688	\$ 230,395	\$ 255,119	\$ 260,518	\$ 250,630	\$ 250,630	\$ 252,422	\$ 252,422	\$ 1,792	0.7%
15101 511100	Health Department PT Salary	\$ 34,544	\$ 29,314	\$ 14,375	\$ 17,702	\$ 34,659	\$ 34,659	\$ 34,961	\$ 34,961	\$ 302	0.9%
15101 513000	Health Department OT Salary	\$ 1,662	\$ 1,485	\$ 1,518	\$ 859	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,750	\$ -	0.0%
15101 514800	Health Department Longevity	\$ 600	\$ 675	\$ 725	\$ 825	\$ 875	\$ 875	\$ 875	\$ 875	\$ -	0.0%
15101 517000	Health Department Health Ins	\$ 44,590	\$ 44,590	\$ 45,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
15101 517800	Health Department Medicare	\$ 3,596	\$ 3,789	\$ 3,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Health Department Salary	\$ 299,679	\$ 310,249	\$ 321,357	\$ 279,904	\$ 287,914	\$ 287,914	\$ 290,008	\$ 290,008	\$ 2,094	0.7%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>			
15102 Health Department Expense											
15102 530000	HD Prof and Tech Services	\$ 39,871	\$ 135	\$ 344	\$ 1,798	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%	
15102 530017	Public Health Nurse Salary	\$ -	\$ 34,090	\$ 35,763	\$ 35,478	\$ 38,856	\$ 39,633	\$ 39,633	\$ 777	2.0%	
15102 530018	Sealer of Weights & Measures	\$ -	\$ 2,420	\$ 2,492	\$ 6,050	\$ 6,262	\$ 6,512	\$ 6,512	\$ 250	4.0%	
15102 530019	Food Establishment Inspections	\$ -	\$ 8,810	\$ 9,140	\$ 9,840	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%	
15102 530020	Nursing Services	\$ -	\$ 1,181	\$ 790	\$ 34	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%	
15102 530600	Health Data Processing Expense	\$ 502	\$ 260	\$ 464	\$ 220	\$ 2,200	\$ 2,200	\$ 2,200	\$ -	0.0%	
15102 531700	HD Prof Serv Employee Training	\$ 479	\$ 125	\$ 613	\$ 100	\$ 600	\$ 600	\$ 600	\$ -	0.0%	
15102 533200	Mosquito Control Program	\$ -	\$ 17,700	\$ 18,054	\$ 18,560	\$ 19,139	\$ 19,618	\$ 19,618	\$ 479	2.5%	
15102 534700	Health Dept Printing Expense	\$ 965	\$ 703	\$ 942	\$ 988	\$ 650	\$ 650	\$ 650	\$ -	0.0%	
15102 542100	Health Dept Office Supp Exp	\$ 847	\$ 677	\$ 877	\$ 3,066	\$ 750	\$ 750	\$ 750	\$ -	0.0%	
15102 548000	Health Dept Vehicle Supp Exp	\$ 1,152	\$ 622	\$ 132	\$ 308	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%	
15102 550000	Health Dept Medical Supp Exp	\$ 1,630	\$ 2,054	\$ 1,227	\$ 2,609	\$ 2,200	\$ 2,200	\$ 2,200	\$ -	0.0%	
15102 558926	Flu Vaccine Purchases	\$ -	\$ 4,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
15102 571000	HD In State Travel Expense	\$ 2,387	\$ 1,243	\$ 3,451	\$ 2,735	\$ 2,700	\$ 2,700	\$ 2,700	\$ -	0.0%	
15102 573000	Health Dept Dues and Memb Exp	\$ 797	\$ 799	\$ 803	\$ 846	\$ 1,100	\$ 1,100	\$ 1,100	\$ -	0.0%	
TOTAL	Health Department Expens	\$ 48,629	\$ 75,718	\$ 75,092	\$ 82,631	\$ 91,657	\$ 93,163	\$ 93,163	\$ 1,506	1.6%	

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
15103 Health Department Capital										
15103 587100	HD Cap Outlay Repl Off Eq Exp	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Health Department Capita	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
15431 Veterans' Services Salary										
15431 511100	Veterans Scv's Part Time Sal	\$ 19,146	\$ 25,589	\$ 27,026	\$ 39,262	\$ 41,444	\$ 41,444	\$ 41,858	\$ 414	1.0%
15431 517800	Medicare	\$ 274	\$ 365	\$ 392	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Veterans' Services Salar	\$ 19,420	\$ 25,954	\$ 27,418	\$ 39,262	\$ 41,444	\$ 41,444	\$ 41,858	\$ 414	1.0%
15432 Veterans' Services Expense										
15432 542100	Veteran Svcs Office Supplies	\$ 269	\$ 150	\$ 133	\$ 354	\$ 150	\$ 150	\$ 150	\$ -	0.0%
15432 558921	Vet Serv Recipient & Oth Misc	\$ 55,192	\$ 32,268	\$ 29,298	\$ 40,763	\$ 68,101	\$ 68,101	\$ 68,101	\$ -	0.0%
15432 558922	Vet Svcs Town Celebrations	\$ 2,671	\$ 2,661	\$ 2,252	\$ 2,025	\$ 3,250	\$ 3,250	\$ 3,250	\$ -	0.0%
15432 558923	Vet Svcs U S Flags	\$ 1,620	\$ 1,512	\$ 1,800	\$ 1,628	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.0%
15432 558924	Vet Svcs Grave Markers & Misc	\$ -	\$ 850	\$ 203	\$ -	\$ 800	\$ 800	\$ 800	\$ -	0.0%
15432 571000	Veterans In State Travel Exp	\$ 949	\$ 994	\$ 903	\$ 1,391	\$ 1,300	\$ 1,300	\$ 1,300	\$ -	0.0%
15432 573000	Veterans Dues and Memb Exp	\$ 35	\$ 180	\$ 135	\$ 160	\$ 200	\$ 200	\$ 200	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
TOTAL	Veterans' Services Expense	\$ 60,737	\$ 38,614	\$ 34,723	\$ 46,321	\$ 75,601	\$ 75,601	\$ 75,601	\$ -	0.0%
15421 511000	Youth Scvs PT Salary				\$ -	\$ 25,243	\$ 25,243	\$ 25,495	\$ 252	1.0%
15422 542100	Youth Scvs Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
TOTAL SALARIES		\$ 361,756	\$ 396,030	\$ 410,214	\$ 381,000	\$ 417,702	\$ 417,702	\$ 421,080	\$ 3,378	0.8%
TOTAL EXPENSES		\$ 132,251	\$ 121,182	\$ 113,615	\$ 134,293	\$ 177,133	\$ 178,639	\$ 178,639	\$ 1,506	0.9%
TOTAL OUTLAY		\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
		\$ 495,506	\$ 518,712	\$ 523,829	\$ 515,292	\$ 594,835	\$ 596,341	\$ 599,719	\$ 4,884	0.8%
GRAND TOTAL		\$ 495,506	\$ 518,712	\$ 523,829	\$ 515,292	\$ 594,835	\$ 596,341	\$ 599,719	\$ 4,884	0.8%
									\$ 4,631	
15411 Council on Aging Salary										
15411 511000	Council on Aging FT Salary	\$ 227,630	\$ 222,499	\$ 276,911	\$ 288,145	\$ 264,019	\$ 269,775	\$ 270,844	\$ 6,825	2.6%
15411 511100	Council on Aging PT Salary	\$ 75,297	\$ 77,865	\$ 49,664	\$ 50,288	\$ 84,782	\$ 84,782	\$ 84,782	\$ -	0.0%
15411 513000	Council on Aging Overtime	\$ 592	\$ 671	\$ 1,928	\$ 529	\$ 800	\$ 800	\$ 800	\$ -	0.0%
15411 514800	Council on Aging Longevity	\$ 650	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
15411 515500	CDL Stipend	\$ 1,310	\$ 1,085	\$ 1,040	\$ 1,040	\$ 2,340	\$ 2,340	\$ 2,340	\$ -	0.0%
15411 517000	Council on Aging Health Ins	\$ 44,590	\$ 44,590	\$ 34,400	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
15411 517800	Council on Aging Medicare	\$ 4,630	\$ 4,816	\$ 4,727	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
15411 519900	Clothing Allowance	\$ 1,007	\$ -	\$ 772	\$ 820	\$ 1,495	\$ 1,495	\$ 1,495	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
TOTAL	Council on Aging Salary	\$ 355,705	\$ 351,526	\$ 369,442	\$ 340,822	\$ 353,436	\$ 359,192	\$ 360,261	\$ 6,825	1.9%
	15412 Council on Aging Expense									
15412 524400	Council on Aging R&M Vehicles	\$ 4,736	\$ 8,853	\$ 5,705	\$ 4,740	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
15412 527200	COA Rental of Office Equipment	\$ 5,261	\$ 6,082	\$ 7,684	\$ 5,865	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	0.0%
15412 530000	COA Professional Services	\$ 350	\$ 2,777	\$ 5,000	\$ 2,702	\$ 6,400	\$ 6,500	\$ 6,500	\$ 100	1.6%
15412 534500	Council on Aging Postage Exp	\$ -	\$ -	\$ 25	\$ -	\$ 250	\$ 250	\$ 250	\$ -	0.0%
15412 534600	COA Printing and Mailing Exp	\$ -	\$ -	\$ -	\$ 122	\$ 250	\$ 250	\$ 250	\$ -	0.0%
15412 542100	COA Office Supplies Expense	\$ 2,974	\$ 3,581	\$ 2,723	\$ 3,942	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%
15412 548000	COA Vehicle Supplies Expense	\$ 7,093	\$ 4,533	\$ 6,297	\$ 7,107	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	0.0%
15412 571000	COA In State Travel Expense	\$ 1,262	\$ 1,556	\$ 2,074	\$ 776	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
15412 573000	COA Dues and Memb Exp	\$ 1,249	\$ 955	\$ 1,062	\$ 1,062	\$ 1,275	\$ 1,275	\$ 1,275	\$ -	0.0%
TOTAL	Council on Aging Expense	\$ 22,926	\$ 28,336	\$ 30,570	\$ 26,316	\$ 36,675	\$ 36,775	\$ 36,775	\$ 100	0.3%
TOTAL SALARIES		\$ 355,705	\$ 351,526	\$ 369,442	\$ 340,822	\$ 353,436	\$ 359,192	\$ 360,261	\$ 6,825	1.9%
TOTAL EXPENSES		\$ 22,926	\$ 28,336	\$ 30,570	\$ 26,316	\$ 36,675	\$ 36,775	\$ 36,775	\$ 100	0.3%
		\$ 378,631	\$ 379,862	\$ 400,012	\$ 367,138	\$ 390,111	\$ 395,967	\$ 397,036	\$ 6,925	1.8%
GRAND TOTAL		\$ 378,631	\$ 379,862	\$ 400,012	\$ 367,138	\$ 390,111	\$ 395,967	\$ 397,036	\$ 6,925	1.8%
									\$ 6,925	

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
16111 Library Administration S										
16111 511000	Library Admin FT Salary	\$ 158,256	\$ 162,755	\$ 169,552	\$ 172,787	\$ 179,520	\$ 179,520	\$ 180,597	\$ 1,077	0.6%
16111 511100	Library Admin PT Salary	\$ 74	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16111 514100	Specialty Pay/Stipend	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16111 514800	Library Admin Longevity	\$ 650	\$ 725	\$ 825	\$ 875	\$ 925	\$ 925	\$ 925	\$ -	0.0%
16111 517000	Library Admin Health Insurance	\$ 16,285	\$ 16,285	\$ 16,690	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16111 517800	Library Admin Medicare	\$ 2,287	\$ 2,407	\$ 2,459	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Library Administration S	\$ 177,560	\$ 182,172	\$ 189,526	\$ 173,662	\$ 180,445	\$ 180,445	\$ 181,522	\$ 1,077	0.6%
16112 Library Administration Expense										
16112 524300	Library Admin R&M Bldg/Grounds	\$ 42,403	\$ 14,068	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16112 524500	Library Admin R&M Library Eq	\$ 1,139	\$ 8,436	\$ 2,150	\$ 7,705	\$ 8,879	\$ 9,819	\$ 9,819	\$ 940	10.6%
16112 530001	Lib Admin - Medical Bills	\$ 525	\$ -	\$ 565	\$ 665	\$ 585	\$ 585	\$ 585	\$ -	0.0%
16112 531700	LB Admin Emp Training Seminar	\$ 479	\$ 443	\$ 129	\$ 342	\$ 500	\$ 500	\$ 500	\$ -	0.0%
16112 531900	Library Admin Prof Serv Advert	\$ 424	\$ 45	\$ -	\$ 535	\$ 500	\$ 500	\$ 500	\$ -	0.0%
16112 534500	Library Admin Postage Expense	\$ 2,200	\$ 2,694	\$ 1,452	\$ 1,282	\$ 2,800	\$ 2,800	\$ 2,800	\$ -	0.0%
16112 534700	Library Admin Printing Expense	\$ 1,544	\$ 1,261	\$ 1,324	\$ 1,085	\$ 1,575	\$ 1,575	\$ 1,575	\$ -	0.0%
16112 542100	Library Admin Office Supp Exp	\$ 1,149	\$ 531	\$ 649	\$ 1,085	\$ 975	\$ 975	\$ 975	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
16112 571000	LB Admin In State Travel Exp	\$ 473	\$ 377	\$ 366	\$ 519	\$ 500	\$ 500	\$ 500	\$ -	0.0%
16112 573000	LB Admin Dues and Memb Exp	\$ 297	\$ 327	\$ 402	\$ 358	\$ 610	\$ 610	\$ 610	\$ -	0.0%
TOTAL	Library Administration E	\$ 50,633	\$ 28,182	\$ 7,038	\$ 13,574	\$ 16,924	\$ 17,864	\$ 17,864	\$ 940	5.6%
16121 Library Public Service Salary										
16121 511000	Library Public Svc FT Salary	\$ 668,204	\$ 691,930	\$ 700,392	\$ 743,133	\$ 807,237	\$ 841,596	\$ 841,596	\$ 34,359	4.3%
16121 511100	Library Public Svc PT Salary	\$ 168,813	\$ 201,609	\$ 217,832	\$ 211,573	\$ 247,708	\$ 247,708	\$ 247,708	\$ -	0.0%
16121 513000	Library Public Svc OT Salary	\$ 288	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
16121 514105	Eyeglass Reimbursement	\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16121 514800	Library Public Svc Longevity	\$ 4,925	\$ 5,379	\$ 6,682	\$ 5,711	\$ 6,721	\$ 7,472	\$ 7,472	\$ 751	11.2%
16121 517000	Library Public Svc Health Ins	\$ 117,485	\$ 113,220	\$ 113,210	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16121 517800	Library Public Svc Medicare	\$ 12,728	\$ 13,473	\$ 13,556	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Library Public Service S	\$ 972,443	\$ 1,025,761	\$ 1,051,672	\$ 960,417	\$ 1,071,666	\$ 1,106,776	\$ 1,106,776	\$ 35,110	3.3%
16122 Library Public Service Expense										
16122 530000	Library PS Prof & Tech Expense	\$ 533	\$ 1,722	\$ 1,936	\$ 1,976	\$ 1,976	\$ 1,976	\$ 1,976	\$ -	0.0%
16122 534100	Library PS Telephone Expense	\$ 4,378	\$ 5,758	\$ 4,622	\$ 4,749	\$ 9,053	\$ 9,053	\$ 9,053	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
16122 552900	Library Public Svc Books Exp	\$ 310,808	\$ 315,785	\$ 329,581	\$ 346,395	\$ 356,825	\$ 369,314	\$ 369,314	\$ 12,489	3.5%
16122 573000	Library PS Dues and Memb Exp	\$ 187	\$ 367	\$ 194	\$ 145	\$ 1,020	\$ 1,020	\$ 1,020	\$ -	0.0%
TOTAL	Library Public Service E	\$ 315,905	\$ 323,631	\$ 336,333	\$ 353,265	\$ 368,874	\$ 381,363	\$ 381,363	\$ 12,489	3.4%
16131 Library Tech Services Salary										
16131 511000	Library Tech Svcs FT Salary	\$ 154,806	\$ 160,985	\$ 162,357	\$ 171,953	\$ 175,395	\$ 175,170	\$ 175,170	\$ (225)	-0.1%
16131 511100	Library Tech Svcs PT Salary	\$ 12,244	\$ 9,400	\$ 16,237	\$ 12,417	\$ 12,736	\$ 12,736	\$ 12,736	\$ -	0.0%
16131 514800	Library Tech Svcs Longevity	\$ 1,975	\$ 2,325	\$ 2,325	\$ 2,725	\$ 2,825	\$ 2,500	\$ 2,500	\$ (325)	-11.5%
16131 517000	Library Tech Svcs Health Ins	\$ 32,570	\$ 32,570	\$ 33,380	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16131 517800	Library Tech Services Medicare	\$ 2,390	\$ 2,512	\$ 2,629	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Library Tech Services Sa	\$ 203,985	\$ 207,791	\$ 216,928	\$ 187,095	\$ 190,956	\$ 190,406	\$ 190,406	\$ (550)	-0.3%
16132 Library Tech Services Expense										
16132 530600	LibTech Computer Scvs	\$ 72,366	\$ 70,216	\$ 71,449	\$ 74,021	\$ 76,994	\$ 78,224	\$ 78,224	\$ 1,230	1.6%
16132 542200	LibTech Precessing Supplies	\$ 12,790	\$ 12,727	\$ 12,564	\$ 12,740	\$ 12,740	\$ 12,740	\$ 12,740	\$ -	0.0%
TOTAL	Library Tech Services Ex	\$ 85,156	\$ 82,943	\$ 84,013	\$ 86,761	\$ 89,734	\$ 90,964	\$ 90,964	\$ 1,230	1.4%
16133 Library Tech Services Capital										

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
16133 587100	LB Tech Svcs Cap Outlay Off Eq	\$ 12,000	\$ 12,000	\$ 11,947	\$ 14,979	\$ 12,500	\$ 12,500	\$ -	\$ (12,500)	-100.0%
TOTAL	Library Tech Services Ca	\$ 12,000	\$ 12,000	\$ 11,947	\$ 14,979	\$ 12,500	\$ 12,500	\$ -	\$ (12,500)	-100.0%
16141 Library Plant Operations Salar										
16141 511000	Full Time Salaries	\$ 54,264	\$ 55,512	\$ 55,601	\$ 57,825	\$ 58,982	\$ 58,982	\$ 58,982	\$ -	0.0%
16141 511100	Part Time Salaries	\$ 7,961	\$ 8,949	\$ 9,040	\$ 9,107	\$ 9,306	\$ 9,306	\$ 9,306	\$ -	0.0%
16141 513000	Overtime	\$ 9,061	\$ 10,560	\$ 10,330	\$ 10,299	\$ 10,559	\$ 10,559	\$ 10,559	\$ -	0.0%
16141 514100	Specialty Pay	\$ 254	\$ 261	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260	\$ -	0.0%
16141 514800	Longevity	\$ 400	\$ 450	\$ 650	\$ 850	\$ 1,050	\$ 1,050	\$ 1,050	\$ -	0.0%
16141 517000	Health Insurance	\$ 6,010	\$ 6,010	\$ 6,160	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16141 517800	Medicare	\$ 1,073	\$ 1,106	\$ 1,104	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16141 519900	Uniform Allowance	\$ 820	\$ 820	\$ 820	\$ 820	\$ 820	\$ 820	\$ 820	\$ -	0.0%
TOTAL	Library Plant Operations	\$ 79,843	\$ 83,668	\$ 83,965	\$ 79,160	\$ 80,977	\$ 80,977	\$ 80,977	\$ -	0.0%
16142 Library										
16142 521100	Utilities ESCo Lease Payment	\$ 8,690	\$ 4,345	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16142 522800	Natural Gas	\$ 8,029	\$ 21,030	\$ 13,802	\$ 13,224	\$ 22,168	\$ 22,168	\$ 22,168	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>		
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>	\$ Chg.	% Chg.
16142 522900	Electricity	\$ 31,181	\$ 32,310	\$ 31,521	\$ 34,000	\$ 46,753	\$ 46,753	\$ 46,753	\$ -	0.0%
16142 523100	Water	\$ 4,784	\$ 4,769	\$ 5,031	\$ 5,311	\$ 5,512	\$ 5,512	\$ -	\$ (5,512)	-100.0%
16142 523400	Energy Conservations measures	\$ -	\$ -	\$ 8,690	\$ -	\$ 8,690	\$ 8,690	\$ 8,690	\$ -	0.0%
16142 524300	Repair & Maint Bldg/Grounds	\$ 106,281	\$ 141,246	\$ 139,224	\$ 101,096	\$ 125,608	\$ 125,608	\$ 125,608	\$ -	0.0%
16142 524306	R&M HVAC Contract Services	\$ -	\$ -	\$ 12,155	\$ 17,209	\$ 17,974	\$ 18,603	\$ 18,603	\$ 629	3.5%
16142 545000	Custodial Supplies	\$ 11,353	\$ 11,291	\$ 11,951	\$ 8,005	\$ 13,590	\$ 11,090	\$ 11,090	\$ (2,500)	-18.4%
16142 548900	Veh Supp-Gasoline	\$ 220	\$ 28	\$ 29	\$ 29	\$ 398	\$ 198	\$ 198	\$ (200)	-50.3%
TOTAL	Library	\$ 170,538	\$ 215,018	\$ 222,403	\$ 178,874	\$ 240,693	\$ 238,622	\$ 233,110	\$ (7,583)	-3.2%
TOTAL SALARIES		\$ 1,433,831	\$ 1,499,392	\$ 1,542,091	\$ 1,400,334	\$ 1,524,044	\$ 1,558,604	\$ 1,559,681	\$ 35,637	2.3%
TOTAL EXPENSES		\$ 622,232	\$ 649,775	\$ 649,787	\$ 632,475	\$ 716,225	\$ 728,813	\$ 723,301	\$ 7,076	1.0%
TOTAL OUTLAY		\$ 12,000	\$ 12,000	\$ 11,947	\$ 14,979	\$ 12,500	\$ 12,500	\$ -	\$ (12,500)	-100.0%
		\$ 2,068,062	\$ 2,161,167	\$ 2,203,825	\$ 2,047,788	\$ 2,252,769	\$ 2,299,917	\$ 2,282,982	\$ 30,213	1.3%
GRAND TOTAL									\$ 30,213	1.3%
17102 Retirement of Debt									\$ 30,213	
17102 591004 MWPAT									\$ (0)	
17102 591004	MWPAT	\$ 3,134	\$ 3,134	\$ 3,134	\$ 3,134	\$ 3,134	\$ -	\$ -	\$ (3,134)	-100.0%
17102 591204	Fire Stat Bldgs(2) FY26	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0%
17102 591206	Concord Ave Land	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	0.0%
17102 591213	Senior Center	\$ 195,000	\$ 195,000	\$ -	\$ 195,000	\$ 195,000	\$ 180,000	\$ 180,000	\$ (15,000)	-7.7%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
17102 591220	Wellington School to FY35	\$ 775,000	\$ 800,000	\$ 825,000	\$ 860,000	\$ 885,000	\$ 825,000	\$ 825,000	\$ (60,000)	-6.8%
17102 591223	Refi on T Hall & FirSt to FY23	\$ 535,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 990,000	\$ 990,000	\$ (10,000)	-1.0%
17102 591224	Fire					\$ 145,000	\$ 140,000	\$ 140,000	\$ (5,000)	-3.4%
17102 591225	Harris Feild Complex Prin FY24	\$ 100,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ -	0.0%
17102 591228	Fire Ladder Truck Princ FY24	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591229	Fire Engine Princ FY24	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591230	School Vehicle Princ FY20	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591233	Underwood Pool Princ FY30	\$ 190,000	\$ 190,000	\$ 190,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ -	0.0%
17102 591234	Belmont Center Proj Princ FY25	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ -	0.0%
17102 591235	Fire Stations RepairPrinc FY19	\$ 40,398	\$ 40,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591236	FY15 REFI /2026 FIRE STATION	\$ 5,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591237	FY15 REFI-TO2025 LAND ACQN	\$ -	\$ 40,150	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591239	FirSt to FY23	\$ 465,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591240	BHS FIRE ALARM (EST)	\$ -	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ -	0.0%
17102 591241	PUBLIC SAFETY RADIO SYSTEM (E	\$ -	\$ 116,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ -	0.0%
17102 591244	FY18 STM Art 3 Burbank Modular	\$ -	\$ -	\$ -	\$ 195,000	\$ 205,000	\$ 215,000	\$ 215,000	\$ 10,000	4.9%
17102 591300	PD/DPW \$7.4M FY19	\$ -	\$ -	\$ -	\$ -	\$ 128,000	\$ 125,000	\$ 125,000	\$ (3,000)	-2.3%
17102-591301	PD/DPW \$3.5M FY20						\$ 62,500	\$ 62,500		
17102-591400	BHS \$100M Finance FY19 Prin	\$ -	\$ -	\$ -	\$ -	\$ 1,723,000	\$ 1,695,000	\$ 1,695,000	\$ (28,000)	-1.6%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
17102-591400	BHS \$100M FY20 Principal						\$ 1,723,000	\$ 1,723,000		
TOTAL	Retirement of Debt	\$ 2,738,532	\$ 3,029,284	\$ 2,848,134	\$ 3,233,134	\$ 5,119,134	\$ 6,790,500	\$ 6,790,500	\$ 1,671,366	32.6%
17512 Interest on Long-term Debt *										
17512 591204	Fire Stat Bldgs(2) FY26	\$ 4,123	\$ -	\$ -	\$ -	\$ 19,298	\$ 16,298	\$ 16,298	\$ (3,000)	-15.5%
17512 591206	Concord Ave Land	\$ 1,617	\$ -	\$ -	\$ -	\$ 6,900	\$ 5,700	\$ 5,700	\$ (1,200)	-17.4%
17512 591213	Senior Center	\$ 77,118	\$ 69,318	\$ 63,468	\$ 57,618	\$ 51,573	\$ 43,000	\$ 43,000	\$ (8,573)	-16.6%
17512 591220	Wellington School to FY35	\$ 887,988	\$ 856,988	\$ 824,988	\$ 798,176	\$ 768,075	\$ 652,700	\$ 652,700	\$ (115,375)	-15.0%
17512 591223	Refi on T Hall & FirSt to FY23	\$ 375,000	\$ 325,000	\$ 275,000	\$ 230,000	\$ 190,000	\$ 145,250	\$ 145,250	\$ (44,750)	-23.6%
17512 591224	Fire					\$ 29,150	\$ 23,350	\$ 23,350	\$ (5,800)	-19.9%
17512 591225	Harris Feild Complex Int FY24	\$ 34,400	\$ 30,400	\$ 27,550	\$ 23,750	\$ 19,950	\$ 16,150	\$ 16,150	\$ (3,800)	-19.0%
17512 591228	Fire Ladder Truck Int FY24	\$ 31,950	\$ 28,350	\$ 25,650	\$ 22,050	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17512 591229	Fire Engine Int FY24	\$ 18,000	\$ 16,000	\$ 14,500	\$ 12,500	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17512 591230	School Vehicle Int FY20	\$ 950	\$ 750	\$ 600	\$ 400	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17512 591233	Underwood Poo Intl FY30	\$ 66,862	\$ 72,450	\$ 66,750	\$ 61,050	\$ 55,500	\$ 49,950	\$ 49,950	\$ (5,550)	-10.0%
17512 591234	Belmont Center Proj Int FY25	\$ 37,217	\$ 39,150	\$ 34,800	\$ 30,450	\$ 26,100	\$ 21,750	\$ 21,750	\$ (4,350)	-16.7%
17512 591235	Fire Stations RepairInt FY19	\$ 2,962	\$ 2,250	\$ 1,050	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17512 591236	FY15 REFI-/2026 FIRE STATION	\$ 24,339	\$ 28,298	\$ 25,298	\$ 22,298	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Chg.</u>	<u>% Chg.</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOMM</u>		
17512 591237	FY15 REFI-TO2025 LAND ACQN	\$ 8,987	\$ 10,505	\$ 9,300	\$ 8,100	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17512 591240	BHS FIRE ALARM (EST)	\$ -	\$ 28,794	\$ 22,800	\$ 16,400	\$ 10,000	\$ 3,600	\$ 3,600	\$ (6,400)	-64.0%
17512 591241	PUBLIC SAFETY RADIO SYSTEM (E	\$ -	\$ 31,570	\$ 27,375	\$ 22,975	\$ 18,575	\$ 14,175	\$ 14,175	\$ (4,400)	-23.7%
17512 591244	FY18 STM Art 3 Burbank Modular	\$ -	\$ -	\$ -	\$ 116,151	\$ 107,050	\$ 96,800	\$ 96,800	\$ (10,250)	-9.6%
17512 591300	PD/DPW \$7.4M FY19	\$ -	\$ -	\$ -	\$ -	\$ 265,737	\$ 267,713	\$ 267,713	\$ 1,976	0.7%
17512-591301	PD/DPW \$3.5M FY20						\$ 133,500	\$ 133,500		
17512-591400	BHS \$100M Finance FY19 Int	\$ -	\$ -	\$ -	\$ -	\$ 3,590,265	\$ 3,617,275	\$ 3,617,275	\$ 27,010	0.8%
17512-591400	BHS \$100M FY20 Interest						\$ 3,590,000	\$ 3,590,000		
TOTAL	Interest on Long-term De	\$ 1,571,511	\$ 1,539,822	\$ 1,419,128	\$ 1,421,918	\$ 5,158,173	\$ 8,697,211	\$ 8,697,211	\$ 3,539,038	68.6%
17522 Interest on Short-term Debt *										
17522 592000	Int on Tax Abatements	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
17522 592500	Int on Short Term Borrowing	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Interest on Short-term D	\$ -	\$ 52,500	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0.0%
17532 Int on Short term Debt Excl										
17532 593000	Interest on Temporary Notes	\$ -	\$ -	\$ 16,524	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ -	0.0%
TOTAL	Int on Short term Debt E	\$ -	\$ -	\$ 16,524	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
GRAND TOTAL		\$ 4,310,043	\$ 4,621,606	\$ 4,283,786	\$ 4,727,552	\$ 10,349,807	\$ 15,560,211	\$ 15,560,211	\$ 5,210,404	50.3%
									\$ 5,210,404	
17600 569600	Abatement & Exemptions	\$ 800,000	\$ 800,000	\$ 794,554	\$ 800,825	\$ 863,241	\$ 840,000	\$ 840,000	\$ (23,241)	-2.7%
	18202 State Assessments									
18202 563100	Special Education Chapter 71B	\$ 4,343	\$ 6,378	\$ -	\$ 2,501	\$ 2,480	\$ 2,542	\$ 691	\$ (1,789)	-72.1%
18202 563200	Charter School Assessment	\$ 32,932	\$ 48,649	\$ 36,726	\$ 31,014	\$ 33,398	\$ 32,928	\$ 41,664	\$ 8,266	24.7%
18202 563300	School Choice Assessment	\$ 8,920	\$ 7,884	\$ 26,429	\$ 49,145	\$ 26,581	\$ 53,157	\$ 47,725	\$ 21,144	79.5%
18202 564000	Air Pollution Control	\$ 10,329	\$ 10,587	\$ 11,256	\$ 11,524	\$ 11,834	\$ 12,130	\$ 12,189	\$ 355	3.0%
18202 564100	Metro Planning Council	\$ 12,534	\$ 12,847	\$ 13,104	\$ 13,329	\$ 13,700	\$ 14,043	\$ 14,134	\$ 434	3.2%
18202 564600	RMV Non-Renewal Surcharge	\$ 31,080	\$ 36,780	\$ 36,780	\$ 36,780	\$ 35,920	\$ 36,818	\$ 37,340	\$ 1,420	4.0%
18202 566100	MBTA	\$ 1,627,415	\$ 1,643,591	\$ 1,657,878	\$ 1,691,403	\$ 1,738,461	\$ 1,781,923	\$ 1,769,220	\$ 30,759	1.8%
18202 566200	Boston Metro Dist Exp	\$ 608	\$ 608	\$ 580	\$ 580	\$ 538	\$ 551	\$ 538	\$ -	0.0%
TOTAL	State Assessments	\$ 1,728,161	\$ 1,767,324	\$ 1,782,753	\$ 1,836,276	\$ 1,862,912	\$ 1,934,092	\$ 1,923,501	\$ 60,589	3.3%
									\$ 60,589	
18501 597500	Capital Roads Non Discretionary	\$ 1,549,000	\$ 1,601,700	\$ 1,642,000	\$ 1,683,050	\$ 1,725,126	\$ 1,768,254	\$ 1,768,254	\$ 43,128	2.5%
18501 597501	Sidewalks			\$ 210,000	\$ 215,250	\$ 220,631	\$ 226,147	\$ 226,147	\$ 5,516	2.5%
18500 597400	Capital Discretionary	\$ 1,818,365	\$ 2,631,343	\$ 1,366,600	\$ 2,004,181	\$ 1,788,232	\$ 1,475,268	\$ 1,475,268	\$ (312,964)	-17.5%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

Expenses

	<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOMM</u>	\$ Chg.	% Chg.
TOTAL SALARIES	\$ 67,201,586	\$ 71,174,583	\$ 74,788,734	\$ 77,107,308	\$ 85,792,100	\$ 89,578,356	\$ 90,015,763	\$ 4,223,663	4.9%
TOTAL EXPENSES	\$ 24,574,288	\$ 23,635,375	\$ 24,999,992	\$ 26,121,142	\$ 27,876,963	\$ 27,607,941	\$ 27,391,135	\$ (485,828)	-1.7%
TOTAL OUTLAY	\$ 8,342,463	\$ 9,484,420	\$ 8,216,573	\$ 9,226,786	\$ 14,647,027	\$ 19,615,110	\$ 19,174,880	\$ 4,527,854	30.9%
	\$ 100,118,337	\$ 104,294,378	\$ 108,005,299	\$ 112,455,236	\$ 128,316,089	\$ 136,801,408	\$ 136,581,778	\$ 8,265,689	6.4%
GRAND TOTAL	\$ 100,118,337	\$ 104,294,378	\$ 108,005,299	\$ 112,455,236	\$ 128,316,089	\$ 136,801,408	\$ 136,581,778	\$ 8,265,689	6.4%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOM</u>	<u>\$ Change</u>	<u>% Change</u>
6504 Water Transfers										
6504 585200	Equipment and Wiring	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6504 595201	Transf to OPEB Trust	\$ 8,068.00	\$ 6,874.00	\$ 7,694.00	\$ 37,000.00	\$ 10,485.00	\$ 10,485.00	\$ 10,485.00	\$ -	0.0%
6504 596100	Transfers Out - Town Support	\$ 163,000.00	\$ 166,000.00	\$ 170,150.00	\$ 173,553.00	\$ 519,000.00	\$ 664,000.00	\$ 664,000.00	\$ 145,000.00	27.9%
6504 596300	Transfers to Water Projects	\$ 503,000.00	\$ 860,000.00	\$ 1,385,200.00	\$ 797,100.00	\$ 206,820.00	\$ 79,400.00	\$ 79,400.00	\$ (127,420.00)	-61.6%
TOTAL	Water Transfers	\$ 674,068.00	\$ 1,032,874.00	\$ 1,563,044.00	\$ 1,007,653.00	\$ 736,305.00	\$ 753,885.00	\$ 753,885.00	\$ 17,580.00	2.4%
6504102 Retirement of MWRA Debt Wat/Se										
6504102 591005	MWRA Ret of Debt	\$ 556,357.00	\$ 656,357.00	\$ 656,357.00	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Retirement of MWRA Debt	\$ 556,357.00	\$ 656,357.00	\$ 656,357.00	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6504501 Water Admin Personnel Expense										
6504501 511000	Full Time Water Admin	\$ 150,877.13	\$ 152,459.65	\$ 158,637.42	\$ 154,876.94	\$ 170,336.00	\$ 172,175.87	\$ 172,175.87	\$ 1,839.87	1.1%
6504501 511001	Full Time Salaries Systemwide	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6504501 513000	Water Admin Overtime				\$ 237.18	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6504501 514001	Personal Day Paid in lieu time	\$ 773.30	\$ 747.83	\$ 3,031.09	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6504501 514800	Longevity Water Admin	\$ 650.00	\$ 650.00	\$ 725.00	\$ -	\$ 825.00	\$ 875.00	\$ 875.00	\$ 50.00	6.1%
6504501 517000	Health Ins Water	\$ 16,285.00	\$ 16,285.00	\$ 16,690.00	\$ 18,195.00	\$ 19,651.00	\$ 20,437.04	\$ 20,437.04	\$ 786.04	4.0%
6504501 517200	Workers Comp Water	\$ -	\$ -	\$ -	\$ -	\$ 914.00	\$ 932.28	\$ 932.28	\$ 18.28	2.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOM</u>	<u>\$ Change</u>	<u>% Change</u>
6504501 517800	Medicare Water	\$ 2,140.00	\$ 2,266.00	\$ 2,340.00	\$ 2,258.00	\$ 2,269.00	\$ 2,325.73	\$ 2,325.73	\$ 56.73	2.5%
6504501 518000	Retirement Water	\$ 35,375.00	\$ 37,843.00	\$ 44,015.00	\$ 43,019.00	\$ 86,098.00	\$ 86,098.00	\$ 86,098.00	\$ -	0.0%
TOTAL	Water Admin Personnel Ex	\$ 206,100.43	\$ 210,251.48	\$ 225,438.51	\$ 218,586.12	\$ 280,093.00	\$ 282,843.92	\$ 282,843.92	\$ 2,750.92	1.0%
6504502 Water Admin Exp										
6504502 522800	Gas Utility Water	\$ 7,515.81	\$ 9,326.43	\$ 10,339.99	\$ 11,371.68	\$ 11,575.00	\$ 11,923.00	\$ 11,923.00	\$ 348.00	3.0%
6504502 522900	Electricity Water	\$ 7,924.42	\$ 8,158.89	\$ 6,986.35	\$ 9,054.04	\$ 8,745.00	\$ 8,745.00	\$ 8,745.00	\$ -	0.0%
6504502 524300	Maint Bldg Water	\$ 4,307.25	\$ 1,306.55	\$ 7,274.86	\$ 7,070.66	\$ 8,000.00	\$ 8,240.00	\$ 8,240.00	\$ 240.00	3.0%
6504502 524301	Repair Contractual Services	\$ -	\$ 1,526.00	\$ 615.00	\$ 6,223.50	\$ 1,640.00	\$ 1,640.00	\$ 1,640.00	\$ -	0.0%
6504502 524500	Maint Office Equip Water	\$ 532.61	\$ -	\$ 87.19	\$ -	\$ 1,030.00	\$ 1,030.00	\$ 1,030.00	\$ -	0.0%
6504502 524502	Wat Munis Tyler Tech Maint	\$ 11,758.00	\$ 19,080.00	\$ 19,462.63	\$ 19,462.64	\$ 20,000.00	\$ 20,500.00	\$ 20,500.00	\$ 500.00	2.5%
6504502 530000	Water Admin-ProfServ	\$ 2,851.25	\$ 2,191.10	\$ 2,181.25	\$ 800.00	\$ 4,120.00	\$ 4,120.00	\$ 4,120.00	\$ -	0.0%
6504502 530700	Laboratory Services Water	\$ -	\$ -	\$ -	\$ 300.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ -	0.0%
6504502 530800	Meter Reading Services Water	\$ 93,580.51	\$ 105,779.87	\$ 106,398.33	\$ 118,224.74	\$ 153,686.00	\$ 256,143.00	\$ 256,143.00	\$ 102,457.00	66.7%
6504502 531900	Advertising Water	\$ 203.26	\$ -	\$ 624.71	\$ -	\$ 500.00	\$ 500.00	\$ 500.00	\$ -	0.0%
6504502 534100	Tel & Communications Water	\$ 3,492.00	\$ 4,647.41	\$ 3,799.04	\$ 4,082.34	\$ 3,207.00	\$ 4,207.00	\$ 4,207.00	\$ 1,000.00	31.2%
6504502 534500	Postage Water	\$ -	\$ 26.46	\$ -	\$ 528.99	\$ 300.00	\$ 300.00	\$ 300.00	\$ -	0.0%
6504502 534700	Printing Water	\$ -	\$ -	\$ -	\$ 676.48	\$ 500.00	\$ 500.00	\$ 500.00	\$ -	0.0%
6504502 538500	Reserve Fund Water	\$ 29,088.22	\$ 44,444.73	\$ 95,718.38	\$ 45,009.97	\$ 57,000.00	\$ 58,710.00	\$ 58,710.00	\$ 1,710.00	3.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Change</u>	<u>% Change</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOM</u>		
6504502 542100	Office Supplies Water	\$ 2,851.34	\$ 2,824.78	\$ 3,253.82	\$ 2,920.91	\$ 3,040.00	\$ 3,040.00	\$ 3,131.00	\$ 91.00	3.0%
6504502 542200	Computer Supplies Water	\$ 603.00	\$ 1,773.93	\$ 1,879.70	\$ 1,279.70	\$ 1,500.00	\$ 1,545.00	\$ 1,545.00	\$ 45.00	3.0%
6504502 545000	Custodial Supplies Water	\$ 947.72	\$ 1,174.35	\$ 283.98	\$ 731.88	\$ 685.00	\$ 710.00	\$ 710.00	\$ 25.00	3.6%
6504502 552900	Books & Periodicals Water	\$ 485.00	\$ -	\$ -	\$ -	\$ 200.00	\$ -	\$ -	\$ (200.00)	-100.0%
6504502 558900	Medical Reports Water	\$ 610.00	\$ 100.00	\$ 600.00	\$ 555.00	\$ 300.00	\$ 500.00	\$ 500.00	\$ 200.00	66.7%
6504502 569500	Safe Drinking Water Assessment	\$ 6,771.27	\$ 6,518.14	\$ 6,925.20	\$ 6,897.56	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ -	0.0%
6504502 571000	Travel Reimbursement Water	\$ 1,650.08	\$ 1,571.69	\$ 2,194.90	\$ 8.00	\$ 1,470.00	\$ 1,470.00	\$ 1,470.00	\$ -	0.0%
6504502 573000	Assoc Dues/Conferences	\$ 4,166.64	\$ 3,528.24	\$ 2,965.88	\$ 3,488.50	\$ 5,150.00	\$ 5,150.00	\$ 5,150.00	\$ -	0.0%
6504502 573400	Street Opening Permits	\$ 4,200.00	\$ 4,050.00	\$ 2,900.00	\$ 4,650.00	\$ 4,000.00	\$ 5,000.00	\$ 5,000.00	\$ 1,000.00	25.0%
TOTAL	Water Admin Exp	\$ 183,644.38	\$ 218,028.57	\$ 274,491.21	\$ 243,336.59	\$ 295,148.00	\$ 402,473.00	\$ 402,564.00	\$ 107,416.00	36.4%
6504503	Water Admin Exp									
6504503 585200	Billing Software Upgrade	\$ -	\$ 38,149.05	\$ -	\$ -	\$ 90,000.00	\$ 40,000.00	\$ 40,000.00	\$ (50,000.00)	-55.6%
65550743 589500	Vehicle Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Water Admin Exp	\$ -	\$ 38,149.05	\$ -	\$ -	\$ 90,000.00	\$ 40,000.00	\$ 40,000.00	\$ (50,000.00)	-55.6%
6504511	Water Maint Personnel Exp									
6504511 511000	Water Maint Full Time Salaries	\$ 569,988.71	\$ 561,401.31	\$ 563,941.92	\$ 603,707.76	\$ 609,793.00	\$ 628,623.64	\$ 628,623.64	\$ 18,830.64	3.1%
6504511 511100	Water Maint Part Time Salaries	\$ 18,668.05	\$ 8,864.00	\$ 9,612.00	\$ 8,064.00	\$ 15,455.00	\$ 16,770.00	\$ 16,770.00	\$ 1,315.00	8.5%
6504511 513000	OT Water	\$ 116,038.95	\$ 111,779.01	\$ 136,569.31	\$ 185,980.06	\$ 164,735.00	\$ 164,735.00	\$ 164,735.00	\$ -	0.0%
6504511 514000	On Call Pay	\$ 36,748.39	\$ 36,462.08	\$ 35,224.45	\$ 38,152.75	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		<u>FY2016 ACTUALS</u>	<u>FY2017 ACTUALS</u>	<u>FY2018 ACTUALS</u>	<u>FY2019 ACTUALS</u>	<u>FY2020 ADJ. BUDGET</u>	<u>FY2021 DEPT. REQ.</u>	<u>FY2021 TA RECOM</u>	<u>\$ Change</u>	<u>% Change</u>
6504511 514001	Personal Day Paid in lieu time				\$ 150.00	\$ -	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	#DIV/0!
6504511 514400	Meal Allowance Water	\$ 220.00	\$ 150.00	\$ 190.00	\$ 190.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ -	0.0%
6504511 514800	Longevity Water	\$ 3,550.00	\$ 3,250.00	\$ 4,268.75	\$ 3,925.00	\$ 5,875.00	\$ 6,825.00	\$ 6,825.00	\$ 950.00	16.2%
6504511 515200	Water Maint Availability Stipe	\$ 6,357.00	\$ 6,331.00	\$ 4,550.00	\$ 4,875.00	\$ 6,760.00	\$ 6,760.00	\$ 6,760.00	\$ -	0.0%
6504511 515500	Water Maint CDL Stipend	\$ 10,085.00	\$ 9,610.00	\$ 10,200.00	\$ 8,300.00	\$ 10,400.00	\$ 10,400.00	\$ 10,400.00	\$ -	0.0%
6504511 517000	Health Ins Water	\$ 119,020.00	\$ 105,465.00	\$ 91,400.00	\$ 92,925.00	\$ 100,359.00	\$ 104,373.36	\$ 104,373.36	\$ 4,014.36	4.0%
6504511 517101	Health Insurance Retirees	\$ 76,900.00	\$ 81,497.00	\$ 93,740.00	\$ 59,617.00	\$ 64,386.00	\$ 66,961.44	\$ 66,961.44	\$ 2,575.44	4.0%
6504511 517200	Workers Comp Water	\$ 1,900.50	\$ 2,313.70	\$ 2,056.00	\$ 20,665.00	\$ 23,765.00	\$ 24,240.30	\$ 24,240.30	\$ 475.30	2.0%
6504511 517800	Medicare Water	\$ 9,082.00	\$ 9,228.00	\$ 9,270.00	\$ 9,435.00	\$ 12,792.00	\$ 13,111.80	\$ 13,111.80	\$ 319.80	2.5%
6504511 518000	Retirement Water	\$ 171,905.00	\$ 183,979.00	\$ 213,972.00	\$ 233,725.00	\$ 350,961.00	\$ 350,961.00	\$ 350,961.00	\$ -	0.0%
6504511 519001	Working Out of Grade	\$ 1,271.06	\$ 1,268.73	\$ 8,849.57	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ -	0.0%
6504511 519900	Clothing Allowance - Water	\$ 7,910.00	\$ 7,363.33	\$ 8,456.80	\$ 7,910.00	\$ 7,910.00	\$ 7,910.00	\$ 7,910.00	\$ -	0.0%
TOTAL	Water Maint Personnel Ex 6504512 Water Maint Expenses	\$ 1,149,644.66	\$ 1,128,962.16	\$ 1,192,300.80	\$ 1,280,121.57	\$ 1,420,991.00	\$ 1,450,671.54	\$ 1,450,671.54	\$ 29,680.54	2.1%
6504512 524100	Water Maint-Backflow Prev	\$ -	\$ 778.05	\$ -	\$ -	\$ 2,000.00	\$ 2,500.00	\$ 2,500.00	\$ 500.00	25.0%
6504512 524400	Maint Vehcles Water	\$ 24,368.03	\$ 32,120.12	\$ 15,881.67	\$ 40,123.18	\$ 20,000.00	\$ 25,000.00	\$ 25,000.00	\$ 5,000.00	25.0%
6504512 524500	Maint Equip Water	\$ 1,134.52	\$ 569.77	\$ 1,702.30	\$ 17,946.32	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ -	0.0%
6504512 529700	Soil Removal	\$ -	\$ 7,200.00	\$ 4,582.50	\$ 7,863.75	\$ 20,000.00	\$ 30,000.00	\$ 30,000.00	\$ 10,000.00	50.0%
6504512 530007	Leak Detection MWRA	\$ 13,775.00	\$ 13,775.00	\$ 13,775.00	\$ 15,159.00	\$ 16,015.00	\$ 16,015.00	\$ 16,015.00	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOM</u>	<u>\$ Change</u>	<u>% Change</u>
6504512 530900	Contract Patching Water	\$ 46,208.00	\$ 73,006.00	\$ 69,602.20	\$ 132,706.46	\$ 86,520.00	\$ 115,000.00	\$ 115,000.00	\$ 28,480.00	32.9%
6504512 531600	Police Detail Water	\$ 7,069.19	\$ 10,305.65	\$ 5,293.36	\$ 8,055.02	\$ 4,080.00	\$ 4,080.00	\$ 4,080.00	\$ -	0.0%
6504512 531700	Employee Training	\$ 2,055.00	\$ 2,095.00	\$ 3,302.00	\$ 1,070.00	\$ 3,000.00	\$ 4,000.00	\$ 4,000.00	\$ 1,000.00	33.3%
6504512 534800	GIS Maintenance Prof-Scvs	\$ 7,750.00	\$ 16,439.96	\$ 9,750.00	\$ 20,000.00	\$ 20,400.00	\$ 20,400.00	\$ 20,400.00	\$ -	0.0%
6504512 548900	Water Unleaded Fuel	\$ 3,267.71	\$ 1,612.66	\$ 2,762.41	\$ 6,588.21	\$ 5,565.00	\$ 7,000.00	\$ 7,000.00	\$ 1,435.00	25.8%
6504512 548901	Water Diesel Fuel	\$ 8,701.79	\$ 5,567.09	\$ 9,285.92	\$ 13,289.47	\$ 13,650.00	\$ 15,000.00	\$ 15,000.00	\$ 1,350.00	9.9%
6504512 549000	Medical Supplies Water	\$ 127.26	\$ 32.66	\$ 230.99	\$ -	\$ 400.00	\$ 400.00	\$ 400.00	\$ -	0.0%
6504512 553100	Public Works Supplies Water	\$ 26,530.89	\$ 34,139.11	\$ 37,500.48	\$ 45,874.89	\$ 33,940.00	\$ 83,057.00	\$ 83,057.00	\$ 49,117.00	144.7%
6504512 553400	Sidewalk Repair Water	\$ -	\$ -	\$ 11,613.60	\$ 2,820.00	\$ 3,060.00	\$ 3,060.00	\$ 3,060.00	\$ -	0.0%
6504512 553500	Water Meters	\$ 29,365.67	\$ 128,562.27	\$ 101,002.38	\$ 44,567.34	\$ 22,950.00	\$ 12,950.00	\$ 12,950.00	\$ (10,000.00)	-43.6%
6504512 553600	Water Repair Supplies	\$ 76,533.40	\$ 44,906.68	\$ 59,034.36	\$ 50,704.23	\$ 40,575.00	\$ 40,575.00	\$ 40,575.00	\$ -	0.0%
6504512 569400	MWRA Assessment Water	\$ 2,674,576.00	\$ 2,828,456.00	\$ 2,906,748.00	\$ 2,845,415.00	\$ 3,002,417.00	\$ 3,152,538.00	\$ 3,152,538.00	\$ 150,121.00	5.0%
6504512 573100	License Reimb Water	\$ 779.00	\$ 315.00	\$ 523.53	\$ 637.00	\$ 500.00	\$ 700.00	\$ 700.00	\$ 200.00	40.0%
6504512 591003	Loan Repayment MWRA	\$ -	\$ -	\$ -	\$ 891,721.01	\$ 982,726.00	\$ 925,867.00	\$ 925,867.00	\$ (56,859.00)	-5.8%
6504512 591004	Billing Process Service Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 413,000.00	\$ 413,000.00	\$ 413,000.00	#DIV/0!
TOTAL	Water Maint Expenses	\$ 2,927,682.41	\$ 3,199,881.02	\$ 3,252,590.70	\$ 4,144,540.88	\$ 4,278,998.00	\$ 4,872,342.00	\$ 4,872,342.00	\$ 593,344.00	13.9%
6507102	Retirement of Debt									
6507102 591231	Water Main Project Princ FY34	\$ 44,602.00	\$ 40,000.00	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Retirement of Debt	\$ 44,602.00	\$ 40,000.00	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Change</u>	<u>% Change</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOM</u>		
6507512 Interest on Long term Debt										
6507512 558960	Origination Fee/Issuance Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6507512 591231	Water Main Project Int FY34	\$ 23,922.01	\$ 23,462.50	\$ 22,262.50	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6507512 591245	TM Water Bond	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Interest on Long term De	\$ 23,922.01	\$ 23,462.50	\$ 22,262.50	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL EXPENSES	Water Enterprise	\$ 5,766,020.89	\$ 6,547,965.78	\$ 7,226,484.72	\$ 6,894,238.16	\$ 7,101,535.00	\$ 7,802,215.46	\$ 7,802,306.46	\$ 700,771.46	9.9%
								\$ (7,802,306.46)		
6604 Sewer Enterprise Transfers										
6604 595202	Transf to OPEB Trust	\$ 7,335.00	\$ 5,843.00	\$ 6,540.00	\$ 42,000.00	\$ 5,527.00	\$ 5,527.00	\$ 5,527.00	\$ -	0.0%
6604 596000	Sewer Ent Transfers Out	\$ 130,000.00	\$ 133,000.00	\$ 136,325.00	\$ 139,052.00	\$ 519,000.00	\$ 519,000.00	\$ 519,000.00	\$ -	0.0%
6604 596300	Transfer to Capital Projects S	\$ 478,500.00	\$ 1,179,370.00	\$ 1,210,205.00	\$ 1,084,520.00	\$ 742,100.00	\$ 863,200.00	\$ 863,200.00	\$ 121,100.00	16.3%
TOTAL	Sewer Enterprise Transfe	\$ 615,835.00	\$ 1,318,213.00	\$ 1,353,070.00	\$ 1,265,572.00	\$ 1,266,627.00	\$ 1,387,727.00	\$ 1,387,727.00	\$ 121,100.00	9.6%
6604401 Sewer Personnel Expenses										
6604401 511000	Full Time Sewer	\$ 418,767.34	\$ 419,514.14	\$ 439,462.81	\$ 453,048.89	\$ 450,242.72	\$ 465,290.74	\$ 465,290.74	\$ 15,048.02	3.3%
6604401 513000	Overtime Sewer	\$ 59,325.61	\$ 71,423.66	\$ 66,650.06	\$ 64,573.84	\$ 76,964.00	\$ 76,964.00	\$ 76,964.00	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Change</u>	<u>% Change</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOM</u>		
6604401 514000	Sewer CDL Stipend	\$ 11,365.50	\$ 12,232.51	\$ 11,242.71	\$ 10,250.75	\$ 15,173.00	\$ 15,173.00	\$ 15,173.00	\$ -	0.0%
6604401 514001	Personal Day Paid in lieu time	\$ 894.90	\$ 1,049.62	\$ 1,224.34	\$ 1,439.16	\$ 1,225.00	\$ 1,500.00	\$ 1,500.00	\$ 275.00	22.4%
6604401 514400	Meal Allow Sewer	\$ 20.00	\$ 20.00	\$ 80.00	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ -	0.0%
6604401 514800	Longevity Sewer	\$ 2,400.00	\$ 2,450.00	\$ 2,887.50	\$ 2,500.00	\$ 3,600.00	\$ 4,000.00	\$ 4,000.00	\$ 400.00	11.1%
6604401 515500	Sewer CDL Stipend	\$ 6,835.00	\$ 9,890.00	\$ 10,200.00	\$ 9,475.00	\$ 10,400.00	\$ 10,400.00	\$ 10,400.00	\$ -	0.0%
6604401 515600	ASFME Trainer Stipend	\$ -	\$ -	\$ 1,019.19	\$ 999.96	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	0.0%
6604401 517000	Health Ins Sewer	\$ 103,720.00	\$ 103,720.00	\$ 132,915.00	\$ 122,600.00	\$ 132,408.00	\$ 137,704.32	\$ 137,704.32	\$ 5,296.32	4.0%
6604401 517101	Health Insurance Retirees	\$ 58,013.00	\$ 48,484.00	\$ 50,250.00	\$ 42,889.00	\$ 43,320.00	\$ 45,052.80	\$ 45,052.80	\$ 1,732.80	4.0%
6604401 517200	Workers Comp Sewer	\$ 1,900.50	\$ 2,313.71	\$ 2,056.00	\$ 2,355.50	\$ 24,894.00	\$ 25,391.88	\$ 25,391.88	\$ 497.88	2.0%
6604401 517800	Medicare Sewer	\$ 6,427.00	\$ 6,593.00	\$ 6,695.00	\$ 6,785.00	\$ 8,153.00	\$ 8,356.83	\$ 8,356.83	\$ 203.83	2.5%
6604401 517900	Life Ins Sewer	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ 200.00	\$ 200.00	\$ -	0.0%
6604401 518000	Retire Sewer	\$ 356,580.18	\$ 379,497.00	\$ 405,845.00	\$ 434,135.00	\$ 437,059.00	\$ 437,059.00	\$ 437,059.00	\$ -	0.0%
6604401 519001	SanSewer Working out of Grade	\$ 2,120.95	\$ 1,942.13	\$ 2,615.88	\$ 1,548.70	\$ 1,600.00	\$ 1,665.00	\$ 1,665.00	\$ 65.00	4.1%
6604401 519003	Sewer Clothing Allowance	\$ 2,460.00	\$ -	\$ 410.00	\$ 820.00	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6604401 519900	Clothing Allowance	\$ 4,100.00	\$ 7,128.84	\$ 5,535.00	\$ 5,740.00	\$ 6,560.00	\$ 6,560.00	\$ 6,560.00	\$ -	0.0%
TOTAL	Sewer Personnel Expenses	\$ 1,034,929.98	\$ 1,066,258.61	\$ 1,139,088.49	\$ 1,159,160.80	\$ 1,212,998.72	\$ 1,236,517.57	\$ 1,236,517.57	\$ 23,518.85	1.9%
	6604402 Sewer Oper Expenses									
6604402 522900	Electricity Sewer	\$ 2,320.20	\$ 2,880.94	\$ 2,865.11	\$ 2,881.63	\$ 6,445.00	\$ 6,445.00	\$ 6,445.00	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		<u>FY2016</u> <u>ACTUALS</u>	<u>FY2017</u> <u>ACTUALS</u>	<u>FY2018</u> <u>ACTUALS</u>	<u>FY2019</u> <u>ACTUALS</u>	<u>FY2020</u> <u>ADJ. BUDGET</u>	<u>FY2021</u> <u>DEPT. REQ.</u>	<u>FY2021</u> <u>TA RECOM</u>	<u>\$ Change</u>	<u>% Change</u>
6604402 524500	R & M Munis-Tyler Tech	\$ 11,758.00	\$ 19,080.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6604402 524502	Wat Munis Tyler Tech Maint	\$ -	\$ -	\$ 19,462.62	\$ 19,462.62	\$ 20,000.00	\$ 20,500.00	\$ 20,500.00	\$ 500.00	2.5%
6604402 527300	Rental of Equip Sewer	\$ 39,342.98	\$ 30,944.69	\$ 50,440.98	\$ 44,093.34	\$ 45,075.00	\$ 45,975.00	\$ 45,975.00	\$ 900.00	2.0%
6604402 529700	Sewer Soil Removal & Disp	\$ -	\$ -	\$ 9,975.52	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	\$ 30,000.00	\$ 10,000.00	50.0%
6604402 530000	Sewer Admin-ProfServ	\$ -	\$ 1,800.00	\$ 4,375.00	\$ -	\$ 4,640.00	\$ 4,640.00	\$ 4,640.00	\$ -	0.0%
6604402 530800	Meter Read Billing Serv Sewer	\$ 80,000.00	\$ 100,141.37	\$ 106,398.33	\$ 118,146.00	\$ 102,457.00	\$ -	\$ -	\$ (102,457.00)	-100.0%
6604402 530801	Sewer Billing Service&Upgrade	\$ -	\$ 38,149.05	\$ -	\$ -	\$ 30,000.00	\$ -	\$ -	\$ (30,000.00)	-100.0%
6604402 530900	Contract Patch Sewer	\$ 47,740.00	\$ 49,175.00	\$ 50,650.00	\$ 52,170.00	\$ 53,735.00	\$ 53,735.00	\$ 53,735.00	\$ -	0.0%
6604402 531600	Police Details Sewer	\$ 3,754.27	\$ 3,005.06	\$ 6,992.32	\$ 2,164.88	\$ 7,620.00	\$ 7,620.00	\$ 7,620.00	\$ -	0.0%
6604402 534100	Telephone Sewer	\$ 1,246.75	\$ 1,360.60	\$ 1,409.55	\$ 968.17	\$ 1,790.00	\$ 1,790.00	\$ 1,790.00	\$ -	0.0%
6604402 534800	Prof Services - GIS Maint	\$ 7,750.00	\$ 15,350.00	\$ 9,750.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	0.0%
6604402 538200	Outside Labor Sewer	\$ 3,270.00	\$ 5,095.00	\$ 6,165.00	\$ 7,750.00	\$ 6,540.00	\$ 6,870.00	\$ 6,870.00	\$ 330.00	5.0%
6604402 553100	PW Supplies Sewer	\$ 64,995.00	\$ 66,234.04	\$ 67,503.24	\$ 81,262.17	\$ 80,930.00	\$ 83,360.00	\$ 83,360.00	\$ 2,430.00	3.0%
6604402 569400	MWRA Assessment Sewer	\$ 4,624,861.00	\$ 4,825,479.00	\$ 4,923,065.00	\$ 5,092,015.00	\$ 5,374,220.00	\$ 5,562,317.00	\$ 5,562,317.00	\$ 188,097.00	3.5%
6604402 573400	Street Opening Permits	\$ -	\$ 75.00	\$ 6,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ -	0.0%
6604402 578500	Sewer Reserve fund	\$ 63,036.75	\$ 78,868.53	\$ 81,355.00	\$ 83,796.00	\$ 86,310.00	\$ 88,890.00	\$ 88,890.00	\$ 2,580.00	3.0%
TOTAL	Sewer Oper Expenses	\$ 4,950,074.95	\$ 5,237,638.28	\$ 5,346,407.67	\$ 5,527,709.81	\$ 5,852,762.00	\$ 5,925,142.00	\$ 5,925,142.00	\$ 72,380.00	1.2%
6604441	Stormwater Personnel Exp									

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Change</u>	<u>% Change</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOM</u>		
6604441 511000	Full Time Stormwater	\$ 182,896.16	\$ 195,231.49	\$ 199,171.84	\$ 175,579.54	\$ 212,631.00	\$ 222,145.02	\$ 222,145.02	\$ 9,514.02	4.5%
6604441 513000	Overtime				\$ 26.61	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6604441 514800	Longevity Stormwater	\$ 729.17	\$ 400.00	\$ 500.00	\$ 600.00	\$ 700.00	\$ 1,050.00	\$ 1,050.00	\$ 350.00	50.0%
6604441 515500	Stormwater CDL Stipend	\$ 3,820.00	\$ 3,840.00	\$ 4,150.00	\$ 4,550.00	\$ 5,200.00	\$ 5,200.00	\$ 5,200.00	\$ -	0.0%
6604441 517000	Health Ins Stormwater	\$ 42,115.00	\$ 48,855.00	\$ 45,700.00	\$ 24,910.00	\$ 26,903.00	\$ 27,979.12	\$ 27,979.12	\$ 1,076.12	4.0%
6604441 517800	Medicare Stormwater	\$ 3,100.00	\$ 3,177.00	\$ 3,145.00	\$ 3,150.00	\$ 3,216.00	\$ 3,296.40	\$ 3,296.40	\$ 80.40	2.5%
6604441 519003	Stormwater Clothing Allowance	\$ 2,186.67	\$ 3,280.04	\$ 2,255.00	\$ 3,003.67	\$ 3,280.00	\$ 3,280.00	\$ 3,280.00	\$ -	0.0%
TOTAL	Stormwater Personnel Exp	\$ 234,847.00	\$ 254,783.53	\$ 254,921.84	\$ 211,819.82	\$ 251,930.00	\$ 262,950.54	\$ 262,950.54	\$ 11,020.54	4.4%
6604442 Stormwater Operating Expenses										
6604442 522900	Stormwater - Electricity	\$ 265.18	\$ 262.98	\$ 286.68	\$ 267.25	\$ 670.00	\$ 670.00	\$ 670.00	\$ -	0.0%
6604442 527300	Equip Rental Stormwater	\$ 6,430.29	\$ 11,817.50	\$ 14,545.99	\$ 14,847.94	\$ 14,995.00	\$ 15,445.00	\$ 15,445.00	\$ 450.00	3.0%
6604442 529700	Stormwater Soil Rmvl & Disp	\$ -	\$ 8,000.00	\$ 9,913.53	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	0.0%
6604442 530002	ABC Stormwater Gauge Maint	\$ 8,000.00	\$ 8,000.00	\$ 8,029.43	\$ 8,000.00	\$ 8,665.00	\$ 8,665.00	\$ 8,665.00	\$ -	0.0%
6604442 530006	Storm Water Regulation	\$ 63,500.00	\$ 24,993.29	\$ 22,637.31	\$ 13,803.24	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ -	0.0%
6604442 530900	Contract Patch Stormwater	\$ 18,810.00	\$ 19,375.00	\$ 19,955.00	\$ 20,554.00	\$ 21,170.00	\$ 21,170.00	\$ 21,170.00	\$ -	0.0%
6604442 538200	Outside Labor Stormwater	\$ 86,017.91	\$ 37,171.99	\$ 123,878.01	\$ 96,445.20	\$ 97,322.00	\$ 103,100.00	\$ 103,100.00	\$ 5,778.00	5.9%
6604442 553100	PW Supplies Stormwater	\$ 20,226.55	\$ 19,999.74	\$ 20,735.00	\$ 22,049.21	\$ 22,000.00	\$ 22,660.00	\$ 22,660.00	\$ 660.00	3.0%
6604442 573400	Street Opening Permits	\$ -	\$ -	\$ 4,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ -	0.0%

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>\$ Change</u>	<u>% Change</u>
		<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>ADJ. BUDGET</u>	<u>DEPT. REQ.</u>	<u>TA RECOM</u>		
TOTAL	Stormwater Operating Exp	\$ 203,249.93	\$ 129,620.50	\$ 223,980.95	\$ 187,966.84	\$ 226,822.00	\$ 233,710.00	\$ 233,710.00	\$ 6,888.00	3.0%
	6607102 Retirement of Debt									
6604443 587000	MWPAT Orig Fee FY31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607102 591208	Sewer MWRA	\$ 125,000.00	\$ 125,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607102 591221	Sewer Prin MWPAT to FY31	\$ 388,255.00	\$ 396,201.00	\$ 404,309.00	\$ 445,665.00	\$ 842,373.00	\$ 842,373.00	\$ 842,373.00	\$ -	0.0%
6607102 591222	MWRA Sewer Db \$559k To FY17	\$ 111,881.11	\$ 111,881.11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607102 591227	MCWT FY16	\$ 93,037.00	\$ 95,059.00	\$ 97,125.00	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607102 591238	FY15REFI-TO2027 SEWER DRAINS	\$ 15,000.00	\$ 9,850.00	\$ 135,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607102 591242	Sewer MWRA RL1697	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL	Retirement of Debt	\$ 783,173.11	\$ 737,991.11	\$ 636,434.00	\$ 445,665.00	\$ 842,373.00	\$ 842,373.00	\$ 842,373.00	\$ -	0.0%
	6607512 Interest on Long-term Debt *									
6607512 558900	MWPAT Orig Fee FY31	\$ 27,065.44	\$ 13,610.87	\$ 12,867.90	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607512 591208	Sewer MWRA	\$ 12,500.00	\$ 6,250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607512 591218	Sewer Debt to FY16	\$ -	\$ -	\$ -	\$ 97,171.00	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607512 591221	Sewer Int MWPAT to FY31	\$ 145,183.61	\$ 137,339.05	\$ 129,333.95	\$ 303,931.00	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607512 591227	New Debt - Interest	\$ 47,022.22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607512 591238	FY15REFI-TO2027 SEWER DRAINS	\$ 30,947.58	\$ 35,722.50	\$ 35,427.00	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
6607512 591243	Clean Water 12-17	\$ -	\$ 44,139.26	\$ 42,238.08	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Town of Belmont - Town Administrator's Fiscal Year 2021 Budget Recommendation

		FY2016 ACTUALS	FY2017 ACTUALS	FY2018 ACTUALS	FY2019 ACTUALS	FY2020 ADJ. BUDGET	FY2021 DEPT. REQ.	FY2021 TA RECOM	\$ Change	% Change
TOTAL	Interest on Long-term Debt *	\$ 262,718.85	\$ 237,061.68	\$ 219,866.93	\$ 401,102.00	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL EXPENSES	Sewer Enterprise	\$ 8,084,828.82	\$ 8,981,566.71	\$ 9,173,769.88	\$ 9,198,996.27	\$ 9,653,512.72	\$ 9,888,420.11	\$ 9,888,420.11	\$ 234,907.39	2.4%
									\$ 234,907.39	
GRAND TOTAL		\$ 13,850,849.71	\$ 15,529,532.49	\$ 16,400,254.60	\$ 16,093,234.43	\$ 16,755,047.72	\$ 17,690,635.56	\$ 17,690,726.57	\$ 935,678.85	5.6%
									\$ 935,678.85	