BOARD OF ASSESSORS

OVERVIEW:

Budget Overview:

FY17 Budget	FY18 Budget	$ Change	% Change	FY18 FTE
$388,145	$416,154	$28,009	7.22%	4.0

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.

Assessors are required to submit these values to the State Department of Revenue for certification every three years. In the years between certification, Assessors must also maintain the values. 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.

Programs:

The Assessors' Office has four primary responsibilities:

- **List and Value**. The Board of Assessors is required by Massachusetts General Law to list and value all real and personal property.
- **New Growth**. The Board is charged with the gathering of information regarding additions to homes and is also charged with performing cyclical inspections.

- **Administer Abatements and Exemptions**. The Board is charged with the administration of real estate, personal property and motor vehicle abatements and exemptions.
- **Excise Taxation**. The Board is charged with the administration of motor vehicle and boat excise.

FY 2017 Accomplishments:

In Fiscal Year 2017 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 2017 were realized. Cyclical inspections were completed as scheduled.

The Board of Assessors, in conjunction with the Belmont Municipal Light Board, successfully negotiated the transfer of the newly built transmission line housed in the transfer Station to Eversource. The final agreement insures that the transmission line will be taxed at full and fair cash value as personal property which will be realized as new Growth Fiscal Year 2018.

Taxable Property	Count	% of Total	Assessment	% of Tax Base
Single Family	4,519	51.4%	$4,255,486,000	63.1%
Condominium	1,691	19.2%	$725,106,000	10.8%
Two & Three Family	1,711	19.5%	$1,287,625,000	19.1%
Apartments	36	0.4%	$73,339,400	1.1%
Commercial	193	2.2%	$260,435,200	3.9%
Industrial	11	0.1%	$15,622,000	0.2%
Personal Property	475	5.4%	$49,129,680	0.7%
Misc. Property	153	1.8%	$73,480,504	1.1%
Total	8,789	100.0%	$6,740,223,784	100.0%

Department Budget:

The Fiscal Year 2018 budget is $416,154 with listing and valuing appropriating approximately 32.4%, new growth approximately 29.4%, administrating abatements and exemptions approximately 25%, and excise taxation approximately 13.2% of duties performed. Non personnel expenses represent 28% of the department budget with the revaluation expense as the major expense item.

FY18 Program:	Salaries	Benefits	Other	Total	% of Total
List & Value	$85,750	$10,815	$37,584	$134,150	32.4%
New Growth	$79,923	$9,814	$34,104	$123,840	29.4%
Abatements & Exemptions	$66,166	$8,345	$29,000	$103,511	25.0%
Excise Taxation	$34,935	$4,406	$15,312	$54,654	13.2%
Totals:	$266,774	$33,380	$116,000	$416,154	100.0%

Assessor's Staffing Breakdown by Program – FY18		
List & Value	1.10	32.4%
New Growth	1.00	29.4%
Abatements & Exemptions	0.85	25.0%
Excise Taxation	0.45	13.2%
Total FTEs:	3.40	100.0%

Staffing and Structure:

The Assessors' Office currently has three full time employees and two part time employees. In August of 2016 the Board of Assessors selected Mrs. Nona Sevinian as the new Assessment Assistant. 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.

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	FY 16	FY17	FY17	FY18
	Actual	Budget	Estimated	Budget
# Sales Visited for Verification	165	160	163	160
% of Sales Inspected	65%	60%	70%	65%
# Transfers of Title	100%	100%	100%	100%
# Sales Questionnaires Mailed to New Owners	441	550	489	550
# Income & Expense Statements Submitted	240	240	240	240
# Existing Properties Inspected	526	500	499	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 fiscal year. There are approximately 8,000 parcels in the Town of Belmont to be appraised and assessed annually.

Each year the assessing staff researches sales through the Registry of Deeds' 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 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 changed, if necessary, and their values recalculated. The sales prices are then reviewed in respect to their assessment to sales ratio (ASR). The system is adjusted to reflect current valuation trends and, when the sales fall into state accepted tolerances, the new values are submitted to the Bureau of Local Assessment for review and approval.

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

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 16	FY17	FY17	FY18
	Actual	Budget	Estimated	Budget
# 1-3 Families Inspected	1,200	1,050	1,000	1,050
# of Permits Reviewed	450	450	450	450
$ Per Residential Inspection	$ 45	$ 45	$ 45	$ 45
# of Condo Conversions: Multifamily to Units	19 to 38	5 to 10	5 to 10	5 to 10

3. Description of Function
    The Assessors' Office collects permit information submitted to the office from the Community Development Office. Each property is reviewed, inspected and adjusted according to the permit work performed as of January 1st, and the effect that the update has on market value. All changes are processed in the property

record of the CAMA system, and a value on the property is recalculated. A new growth report is compiled in the fall of each year and is reviewed and approved by the Division of Local Services.

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 16	FY17	FY17	FY18
	Actual	Budget	Estimated	Budget
Abatement Applications Submitted:				
# Residential:	206	150	180	200
# Commercial/Industrial:	6	6	4	6
# Personal Property:	6	5	3	5
# Statutory Exemption:	275	275	269	270

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

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

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

Any taxpayers who feels that their abatement or exemption has not been handled appropriately, has the right within 90 days to appeal the Board's decision to the Appellate Tax Board. All appeals are handled by the office who reviews the case and, based on the information given, may negotiate with the taxpayer (at 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 16	FY17	FY17	FY18
	Actual	Budget	Estimated	Budget
# Bills Processed	21,191	21,500	21,500	21,500
# Abatement Applications Received & Processed	649	690	649	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 2018 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 2017.

BOARD OF ASSESSORS AND
THE ASSESSORS' OFFICE

BOARD OF ASSESSORS 3 ELECTED MEMBERS	ASSESSING ADMINISTRATOR	ASSISTANT ASSESSING ADMINISTRATOR	ASSESSMENT TECHNICIAN	CLERK 1 POSITION (P/T)

HUMAN RESOURCES

OVERVIEW:

Budget Overview:

FY17 Budget	FY18 Budget	$ Change	% Change	FY18 FTE's:
$292,784	$308,067	$15,283	5.22%	2.9

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 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 2.9 FTEs, comprised of a full time H.R. Director, a full time H.R. Generalist, and a part-time (32.5 hours) Administrative Assistant. In addition, there is a full time 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 FY18 Human Resources budget is $308,067 with 12.2% related to benefits administration; 20.2% for employee/labor relations; 20.6% for pay and classification plan matters; 28.5% for recruitment and retention efforts, and 18.53% for general office inquiries and issues.

Program Performance /Measures:

Solid performance is measured by ensuring timely contract settlements, within the financial parameters established by the Selectmen. 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 fact of performance.

FY17 Accomplishments:

- Continued to update and implement numerous employment policies that were either outdated or non-existent.
- Contracted with a new vendor for the Town's Section 125 Flexible Spending program at a zero cost to the Town in order to encourage greater participation. A better product was obtained at a lower monthly fee for employees.
- Contracted with ICMA-RC to provide an additional 457 deferred compensation plan offering for employees at no cost to the Town.
- Implemented a 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 to offer a Wellness Fair for employees in addition to having regular monthly meetings between our two offices.

- Collaborated extensively with the Belmont Retirement Board office on various issues, including assisting with the organization of an all-member meeting.
- Assisted with the creation and hiring of a new Staff Planner position for the Community Development office.
- Worked on various position reclassifications among several departments.
- Assisted the OPEB Study Committee by providing information and answering questions.
- Organized the second 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.
- Reached settlement with several unions for period July 1, 2014 to June 30, 2017.
- Began negotiations with all seven unions for contract period July 1, 2017 to June 30, 2020.

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.

FY18 Department Budget by Function:	Salaries	Benefits	Other	Total	% of Total
Benefits Administration	$30,098	$4,480	$3,000	$37,578	12.2%
Employee/Labor Relations	$52,918	$4,679	$4,638	$62,234	20.2%
Pay & Position Classification	$46,512	$7,837	$9,063	$63,412	20.6%
Recruitment & Retention	$62,024	$8,986	$16,800	$87,811	28.5%
SubTotal:	**$191,551**	**$25,983**	**$33,500**	**$251,034**	81.5%
Other Expenditure	$47,837	$6,496	$2,700	$57,033	18.5%
TOTAL	**$239,389**	**$32,478**	**$36,200**	**$308,067**	100.0%

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 full 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 (32.5 hours) Administrative Assistant handles all job postings, processing of applications, billing for the department, and assists with Workers' Compensation matters.

FY18	Total	% of Total
Benefits Administration	0.39	13.4%
Employee/Labor Relations	0.54	18.5%
Pay & Position Classification	0.63	21.6%
Recruitment & Retention	0.78	26.7%
Other	0.58	19.8%
Total FTEs:	2.92	100.0%

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 16 Actual	FY 17 Budget	FY 17 Estimated	FY 18 Budget
Number of Employees and Retirees Eligible for Health, Dental and Life Insurance	1,629	1,521	1,640	1,680
Number of Employees Participating in Flexible Spending Plans	68	75	93	80
Number of Workers Compensation Cases for School & Town	16	25	12	20
Number of Unemployment Cases for School and Town	36	40	36	40

Description of Function:

Administer the enrollment of approximately 785 eligible employees and 615 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 FY18 will be to conclude negotiations with any of the seven (7) unions whose contracts are not settled by their current expiration date of June 30, 2017.
- 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.

Program Performance Measures:

Performance Measures	FY 16	FY 17	FY 17	FY 18
	Actual	Budget	Estimated	Budget
Number of Union Contracts Expiring	0	7	7	0
Number of Union Contracts Expired, Not Settled	3	0	0	4
Number of Union Contracts Settled Prior to Expiration	0	0	0	3

Description of Function:

Under M.G.L. Chapter 150E, public employees are allowed to unionize. As such, the Town of Belmont has seven (7) unions (excluding the School Department and Belmont Light). The Human Resources Director serves as the lead negotiator for the Town. At the direction of the Selectmen, 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 16	FY 17	FY 17	FY 18
	Actual	Budget	Estimated	Budget
Number of Town Positions Evaluated	2	10	6	20

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 Selectmen.

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 16 Actual	FY 17 Budget	FY 17 Estimated	FY 18 Budget
Number of External Advertisements	16	15	20	15
Number of Internal Job Postings	42	30	30	30

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 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.

INNOVATION:

During FY2017 the Human Resources Department continued to fine tune many of its existing processes and implement new ideas. The Town and School Human Resources offices collaborated on a variety of projects including Wellness Initiatives. We continued to streamline processes, most notably new hire orientations and exit interviews, and continued efforts towards a more "paperless" office. We changed the provider for our Section 125 Flexible Spending provider on January 1, 2017 which resulted in a better product and a lower monthly cost to employees, at no cost to the Town. We also partnered with the International City/County Management Association Retirement Corporation (ICMA-RC) to provide an additional 457 Deferred Compensation Plan offering to employees, again, at no cost to the Town. 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 FY2017, Human Resources continued to collaborate with Departments to assist with various needs and projects. We reinstituted formal meetings of the Insurance Advisory Committee 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. As a result of our efforts to implement a Wellness Program for our employees, we received a $5000 grant from Harvard Pilgrim to assist with the program rollout. In the long term, a healthy, active workforce will ultimately help reduce health insurance claims and costs. As a result of our efforts and participation in the M.I.I.A. Rewards program, the Town received $22,860 back in discounts on our insurance premiums.
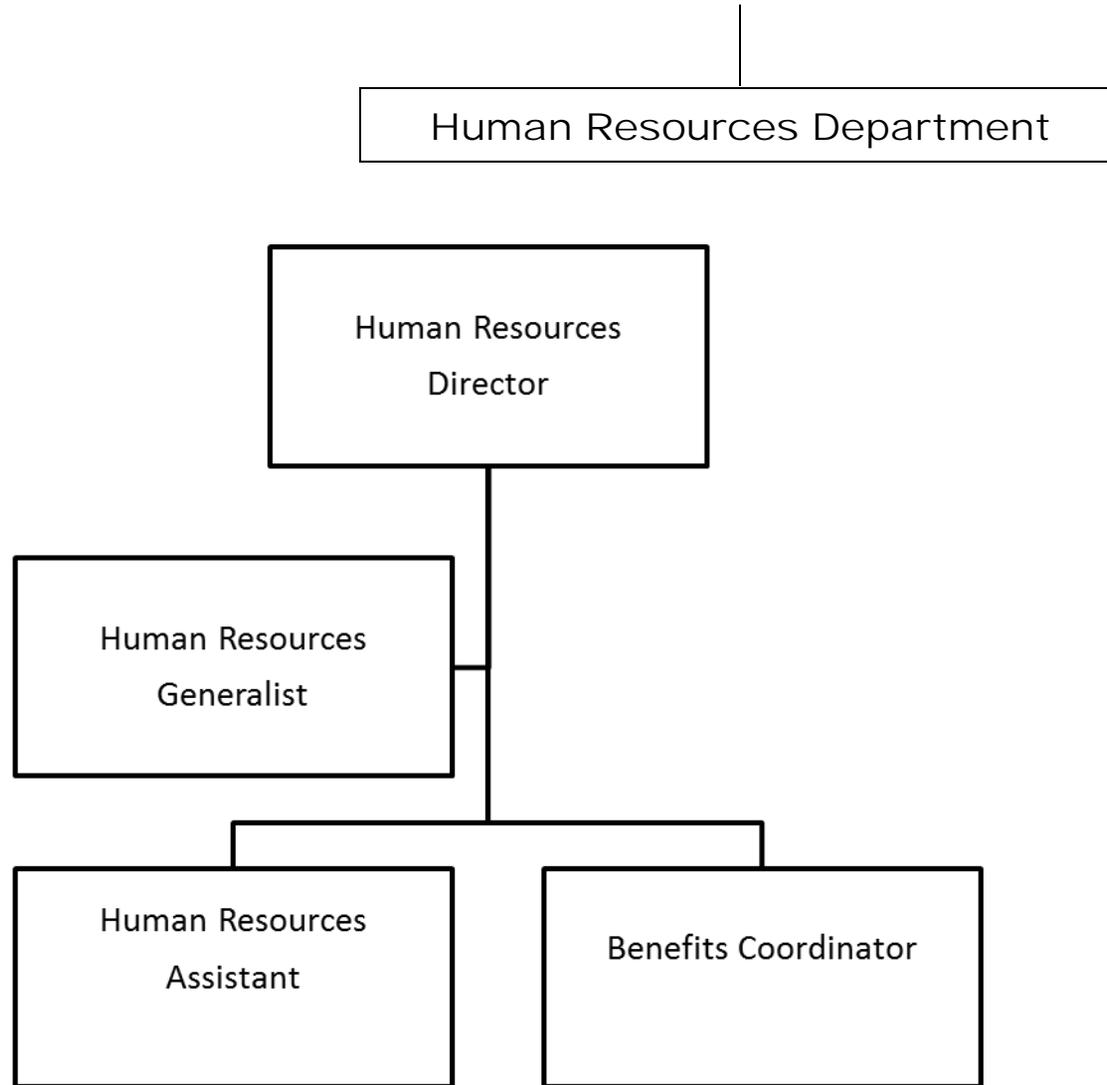
CHALLENGES:

A primary goal and challenge for FY2018 will be to successfully complete negotiations for any union contracts that did not reach settlement timely in FY2017 (current contracts are set to expire June 30, 2017).

The Affordable Care Act continued to provide challenges during FY2017, most notably the 1095-C filing requirements. Human Resources, 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.

Human Resources Department

Human Resources Director

Human Resources Generalist

Human Resources Assistant

Benefits Coordinator

INFORMATION TECHNOLOGY

OVERVIEW:
Budget Overview:

FY17 Budget	FY18 Budget	$ Change	% Change	FY18 FTE's
$874,071	$919,874	$45,803	5.24%	5.0

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.

FY17 Accomplishments:
- Assisted in AP decentralization in ERP System (MUNIS).
- Replaced 30 Desktop Computers, 4 Laptops, and 4 Printers.
- Added 4 new Desktop Computers and 11 Tablets.
- Created Imaging System to deploy Microsoft Windows 10.
- Redeployed and reconfigured Intrusion Detection System (IDS) and Log File Management System on Network (Splunk) on new dedicated servers.
- Implemented Mobile Device Management System (AirWatch).
- Configured and Installed system for Data Auditing & Protection, Identity Management, and User Behavioral Analytics for security of Town data (Varonis).
- Continued assistance with Affordable Care Act (ACA) changes to ERP system.
- Implementation of formal Security Awareness training (KnowBe4).
- Upgraded Town Clerk's Vital Records Document Management System to work with Windows 10.
- Configured 9 tablets for Town Clerk to assist in voting process.
- Configured 2 tablets for Recreation to assist in membership applications on location.
- Testing various Two-Factor authentication systems to determine best system to deploy in Town.
- Replaced secure file transfer system with more robust and easier to use system (Citrix –Sharefile).
- Upgraded personal information (PI) identification system (IdentityFinder).
- Updated GIS to include Water tie cards dating back to 1800's.
- Submitted Belmont's Master Address Table (MAT) By-Law to MassGIS as template for state standard.

- Create project plan for ERP (MUNIS) upgrade.
- Performed penetration testing of cloud server environment in Microsoft Azure.
- Deployed patch management system.
- Installed new Internet Service Provider (ISP) line with 6X current bandwidth to ensure robust access to cloud environment and hosted systems.
- Create new Security VLAN to isolate building access control system and security camera system from production network.
- Consolidate School and Town Security Systems into one.
- Upgrade voicemail system.
- Implement hosted systems for Fire Department (ZOLL).

Program	Salaries	Benefits	Non-Salaried Cost of Services	Total	% of Total
Desktop Services	$78,999	$14,601	$106,252	$199,852	21.7%
ERP System Admin	$76,814	$14,197	$103,314	$194,325	21.2%
GIS/DB Admin	$12,742	$2,352	$17,137	$32,231	3.5%
File Server / Communications	$186,029	$34,385	$249,107	$469,521	51.0%
Technology Training	$9,465	$1,749	$12,731	$23,945	2.6%
Totals:	$364,049	$67,284	$488,541	$919,874	100.0%

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.

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	1.10	22.0%
ERP System Admin	1.25	25.0%
GIS/DB Admin	1.10	22.0%
File Server/ Communications	1.25	25.0%
Technology Training	0.30	6.0%
Totals:	5.00	100.0%

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:

	FY16	FY17	FY17	FY18
Desktop Services	**Actual**	**Budget**	**Estimated**	**Budget**
Performance Measures				
# TechSupport Requests	2,934	3,400	3,100	3,200
# Techsupport Requests Resolved within 5 days	2,288	2,550	2,400	2,500
# Request for Support Recalls	237	285	260	265
% Request for Support Recalls	8.1%	8.4%	8.3%	8.3%

3. Description:
The department currently services 235 desktop computers, 46 laptops, 31 Tablets and 22 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, PerfectDisk, etc. The FY18 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.

2. Program Performance Measures:

ERP System Services	FY16	FY17	FY17	FY18
	Actual	**Budget**	**Estimated**	**Budget**
Performance Measures				
System Up-Time %	98.0%	98.0%	98.5%	98.5%
# of Updates	1,236	1,000	900	1,600

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, user account maintenance and 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	FY16	FY17	FY17	FY18
	Actual	**Budget**	**Estimated**	**Budget**
Performance Measures				
# Dept Using GIS	13	14	13	14
Database Up-time %	98.0%	99.0%	98.5%	99.0%
# of Updates/Features	2,150	510	600	3,000
# of Maps & Geodatabases	170	190	190	200

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) 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	FY16	FY17	FY17	FY18
	Actual	Budget	Estimated	Budget
Performance Measures				
File System Up-time Percentage.	97.5%	98.0%	98.0%	99.0%
Email System Up-time Percentage.	98.0%	99.0%	99.0%	99.0%
# of Upgrades	158	160	200	240

3. Description:

The Town server infrastructure currently contains 41 servers (33-Virtual, 8 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 210 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.

2. Program Performance Measures:

Technical Training	FY16	FY17	FY17	FY18
Performance Measures	Actual	Budget	Estimated	Budget
# Training Classes/Events	22	35	25	30
# Users Trained	60	80	65	80
# Online Trained Users	12	20	10	40

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 Lynda.com. IT Staff time is primarily used for maintaining systems operations. As more systems are moved to the 'Cloud,' a limited amount of time may become available to develop training classes and administer them.

SUMMARY:

Innovation and Initiatives:

Since municipal systems are in the top 5 of most vulnerable to hackers we have been focusing on several security initiatives. Namely; testing two-factor authentication systems, installation of Data Auditing & Protection, installation of Identity Management and User Behavioral Analytics, and fine tuning our Intrusion Detection System (IDS).

In addition, we continue to penetration test (PenTest) any application or system connected to the Town Network including all hosted solutions. We recently tested our Microsoft Azure (cloud) environment and made several adjustments as a result. This is to reduce the possibility of a security breach causing the unauthorized exposure of resident and employee personal information.

We have implemented a Mobile Device Management system to maintain the security of our network and data when mobile devices (tablets, smartphones, and laptops) are connected from the outside.

To accommodate the migration from in-house systems to cloud based we have upgraded our Internet connection to allow faster access.

We are in the process of consolidating the School and Town Security Systems. This will provide greater efficiency in maintaining security throughout Belmont's buildings.

Opportunities:

Some of our goals for FY2018 to reduce costs and more efficiently utilize the current staff and systems are:

- Move office applications to Microsoft Office 365 (OFF 365).
- Create a 'cloud based' collaboration space within OFF 365.
- Continue moving Fire Department systems to cloud based.
- Continue to integrate our GIS with several other Town systems.

- Enhance our cybersecurity posture by fine tuning security systems and implementing 'best practices'.
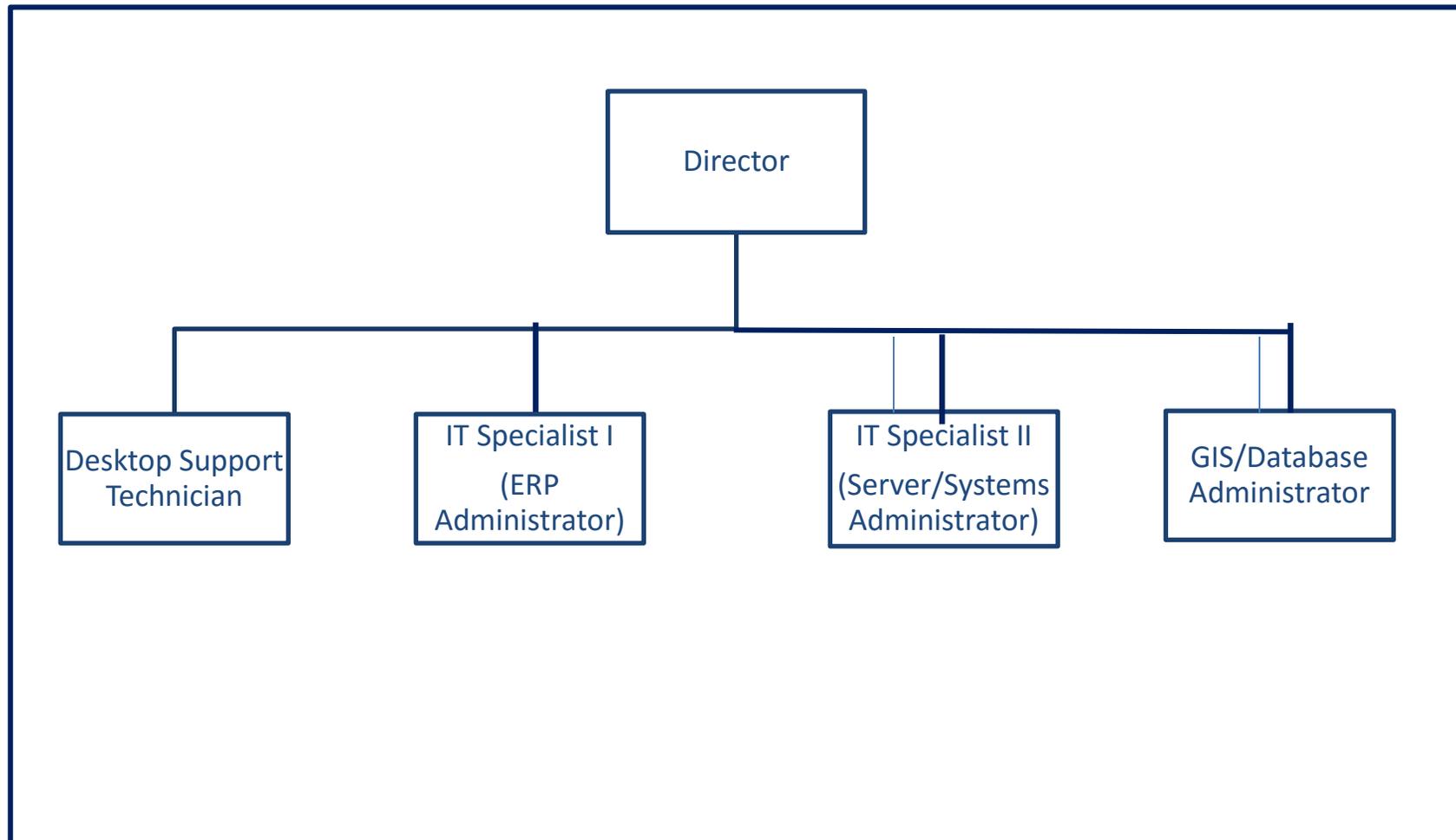- Continue Security Awareness training.

Challenges:

One of our challenges this past year was the loss of our new Desktop Support Technician. This again caused project delays as other staff took on the task of desktop support.

Cybersecurity is in the forefront. Government networks are continually attacked through social engineering, viruses, malware and direct hacking. We must remain vigilant to thwart these attacks through constant attention to our security systems and evaluation of any new attack vectors.

Social engineering to attempt to extract personal information has become a fine art and sometimes is very difficult to detect. This is why education of the workforce to recognize this type of attack requires comprehensive and continuous training.

Information Technology Department

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 │Desktop      │ │IT        │   │IT            │  │GIS/Database  │
 │Support      │ │Specialist│   │Specialist II │  │Administrator │
 │Technician   │ │I (ERP    │   │(Server/      │  │              │
 │             │ │Administr-│   │Systems       │  │              │
 │             │ │ator)     │   │Administrator)│  │              │
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TOWN ACCOUNTANT

OVERVIEW:
Budget Overview:

FY17 Budget	FY18 Budget	$ Change	% Change	FY18 FTE
$407,570	$417,761	$10,191	2.50%	3.6

The Accounting Department has four primary responsibilities.

ACCOUNTING

Prepare and maintain the key financial records for all funds, including required Financial Statements and the General Ledger. Monitor expenditures to verify that funding exists. Submit Balance Sheets to the Department of Revenue for Free Cash Certification and file Schedule A - (revenue & expenditures reports) for all funds and assist in preparation of Tax Recapitulation sheets for tax rate certification.

AUDITING

- *External*: - Prepares Financial Statements, General Ledger. Coordinates all requested documents to external auditors for the Annual Financial Statements audits and the Federal Grant Awards audit and to the actuaries for the biennial OPEB actuarial study.

- *Internal*: -The Town Accountant audits health insurance, salary and other benefits expense on a quarterly basis. The Department reviews internal procedures of all departments and performs fraud risk assessments on an ongoing basis.

CONTRACTS / ACCOUNTS PAYABLE

The Town Accountant signs contracts to provide certification of the availability of funds and maintains custody of all contracts. In addition, the Town Accountant prepares and approves all warrants for payments in accordance with Massachusetts General Laws, assists in reviewing contracts, monitors progress of facilities construction expenses, prepares regional contract invoices and requests for grant reimbursements from relevant federal, state or local agencies.

The Accounting department assists the CPA committee and the Treasurer's office (CPA Committee liaison) regarding bidding and procurement procedures and assistance in reviewing their request for proposals and bidding documents.

BUDGET/REPORTING

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

OTHER – Committees

In addition, the Town Accountant is a member of both the Permanent Audit Committee and the Belmont Retirement Board. Brian Wyncoop, Staff Accountant, is an elected member of the Belmont Credit Union. The office provides support to the various committees as required.

STAFFING

The Accounting Department has 3.6 full time equivalent employees.

FY17 ACCOMPLISHMENTS:

- Management letter comments for the prior years have been researched, reviewed and all findings have been researched and resolved, and presented to the Audit committee and the Board of Selectmen.
- Implemented GASBs # 67 & 68 related to pension actuarial studies and have been incorporated in the entities of the Town, Retirement System, Housing Authority and the Light Department.
- Successfully decentralized Accounts Payable – All departments are entering invoices directly in MUNIS A/P module. Accounting department has a greater role in auditing invoices, and posting them to the General Ledger and setting up new vendors. The Accounts Payable process document was prepared with input from all members of the Accounting department. The Assistant Accountant and the Staff Accountant conducted training sessions for all departments in the computer training room or at their desks.
- The Town Accountant has coordinated with the Human Resources, Belmont Contributory Retirement system, Light Department, School and Treasury department and is responsible for the collection, assembly and coordination with Actuaries to prepare the OPEB study as of July 1, 2016.
- The Accounting department continues to be involved in the final phase of the Enterprise utility billings system (NISC). The new accounts were set up for various scenarios that facilitated import of the new files to MUNIS Enterprise funds and reconciliations of Utility Accounts Receivables to the Aging Trial Balance reports per the new systems. The new system has gone live, effective October 2016 and we are now reviewing reconciliation of Account Balances of Water, Sewer and Light receivables to MUNIS balances.
- Town Accountant reviewed the new MAX GALAXY software, set up accounts to map with the new system to facilitate easy imports. Assistant Town Accountant played a major role in assisting the Recreation department to set up Max Galaxy, the new recreation scheduling system and for importing revenue reports from Max Galaxy to MUNIS. Accounting will be reconciling receivables and cash transactions imported from the new system to balances per MUNIS.

- Coordinated schedules of the Retirement Board's audit and the Town's audit to complete the FY16 audit by January 15,2017
- FY16 Free Cash certification and Schedule A were submitted to DOR on or before October 31, 2016.
- Collaborated with the Assessor, Treasurer, Town Administrator and Town Clerk in preparing documents and setting the FY17 Tax Rate by December 22, 2016.
- Completed and mailed 1099s for 2016 by January 19,2017.
- The Light department's substation project expenses and cash have been reconciled on a monthly basis.
- Revolving and grant funds were reviewed and reported on a quarterly basis.
- Under Treasure's leadership, met monthly with representatives of the Wellington School Building Committee, Facilities Director, the School, and the Treasurer to review financial and physical status of completion of the project. Wellington has received its final reimbursement from MSBA.
- As member of the Belmont Retirement Board, the Town Accountant completed annual continuing education credits as mandated by PERAC (the Public Employee Retirement Administration Commission) by attending Emerging Issues Forum and Trustee Educational Seminars (TEDS) offered by the MASS.Retirement Systems and attended monthly Board meetings.
- Staff Accountant is a board member of the Belmont Credit Union and attends monthly board meetings.
- Participated in the FY18 budget as part of the Town Administrator's budget team.
- As part of audit of invoices and purchase orders, staff accountant identified savings of $ 3200 per year by cancelling a 5 year pay-phone contract, that is not relevant in an era of cell phones.
- Department has been cross trained in preparation of all Accounting reports and all accounting functions. This year we will

complete training in annual closing of books in MUNIS and the preparation of the FY18 RECAP.

- Town Accountant completed the three required procurement courses offered by MA Certified Public Purchasing Official Program (MCPPO), attended Government Finance Officers Association (GFOA) webinars, New England States Government Finance Officers Association conferences and Retirement Trustee Education Seminars (TEDS).
- Assistant Town Accountant has attended MA Municipal Accounting & Auditors Association (MMAAA) sessions in Amherst and Governmental Accounting classes conducted by Mark Abrahams with a goal of becoming a CGA (Certified Governmental Accountant).
- Staff Accountant has completed Municipal Law section of the Governmental Accounting certification exams and will take the Accounting section tests in the coming session with a goal of becoming a Certified Governmental Accountant (CGA).He has also completed the three procurement courses offered by the MCPPO.

DEPARTMENT BUDGET:

The chart below represents an estimate of the functional costs for the department. Benefits are allocated on a percentage basis, not per person, since they may be subject to change.

The "Other cost" component varies by function. Costs have been allocated between the Audit and Accounting functions and include costs for Audit and GASB 67 & 68 review ,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.

FY18	Salaries	Benefits	Other	TOTAL	% of Total
Accounting	$64,509	$7,296	$32,817	$104,624	25.0%
Auditing	$64,509	$7,296	$32,817	$104,623	25.0%
Budget/Reporting	$48,382	$5,472	$1,945	$55,799	13.4%
Accounts Payable & Purchasing	$88,700	$10,033	$14,556	$113,289	27.2%
OPEB, New Utility Billing Software System & Other	$24,191	$2,736	$12,500	$39,427	9.4%
TOTAL	$290,291	$32,834	$94,635	$417,761	100.0%

STAFFING AND STRUCTURE:

The recent restructuring of the accounting department responsibilities, as approved by the Board of Selectmen 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.

In FY18 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.

FY18 - FTE	Total	% of Total
Accounting	0.80	22.0%
Auditing	0.80	22.0%
Budget/Reporting	0.10	17.0%
Accounts Payable & Purchasing	1.45	31.0%
OPEB, New Fund Utility Billing Software System & Other	0.45	8.0%
TOTAL	3.60	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 pay bills and maintain accounting records of the Town. Appointment is made by the Board of Selectmen triennially. This office functions as the legal financial record keeper and bill payer. The 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 protect the resources of the Town of Belmont.

Goals:

- Complete Filing Balance Sheets and Schedule A with DOR by October 20, 2017.

- Complete Free Cash Certification by October 31, 2017.

- Work with auditors to complete audit fieldwork and to present audit drafts to the Permanent Audit Committee by January 15, 2017.

- Test the new Utility Billing Software System and its interface with MUNIS as part of the monthly cash and receivables reconciliation processes.

- Review and update Fixed Assets module by identifying additions and disposals with departments and update accounting names and account numbers to conform to Universal Massachusetts Accounting Systems (UMAS) and Department of Elementary and Secondary Education (DESE) accounts in MUNIS and thereby improve reports generated by MUNIS. Additions to Fixed Assets have been identified and a list has been prepared on a quarterly basis.

- Prepare Health Trust Fund Analysis as requested by the Town Administrator.

- Prepare and collate information requested for GASB 73 & 75 as related to OPEB..

- Review and monitor all revolving and grant funds on a monthly basis during the year.

- Implement Journal Entry Approval workflows in MUNIS and avoid printing paper.

- Train department staff to 1) close the year in MUNIS with and 2) prepare FY18 RECAP.

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 (communities receiving over $750,000 in federal money annually) which requires the "Single 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).

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

- Audit Utility departments' financial data after conversion to the new billing system.
- Audit Recreation department's imports from MAX GALAXY into the MUNIS system.
- Audit Student Activity funds procedures and School Special Revenue general journal entries.
- Review and establish or update Town's Internal Control Procedures and Systems, to conduct Risk Assessments, in conformity with components of COSO framework per auditor's management letter recommendations and COFAR requirements.
- 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.

BUDGETING/REPORTING

Goals:
- Post FY18 Approved Budgets to MUNIS by September 30, 2017
- 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.

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 overall goals into the budget division.

ACCOUNTS PAYABLE & PROCUREMENT OVERSIGHT

Goals:
- Explore implementation of utilizing the contract management module in MUNIS.
- Review and implement improvements to the decentralized Accounts Payable program based on feedback from departments.
- To pay bills received by the department in an efficient and timely manner
- To ensure vendor name, address, and account number matches database and relevant purchase orders
- To review and confirm policies and procedures of bidding and contracts are being followed

Performance Measures:

Accounts Payable / Procurement Oversight	FY16 Actual	FY17 Budget	FY17 Estimated	FY18 Budget
No. of Vendors added or changed per year	610	775	700	800
No. of Town Invoices processed within 30 days	11,550	12,000	15,000	15,000
No. of Invoices from School / Light Departments reviewed for payment within 30 days	8,610	11,600	8,000	9,000
No. of contracts& change orders reviewed	75	80	80	90

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 contracts to be on file for all purchases over $10,000 and ensures that the bidding laws have been followed.
- Bills are paid weekly by this office for Town, School and Light departments. Each bill is looked at to be sure that proper backup is provided, the goods are received, the correct amount has been entered, and that the amounts are 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.

REPORTING & OTHER:

Goals:

- Implement Accounting and Reporting requirements for OPEB liability (GASB 73, 74, & 75) and Pensions (GASB 67 & 68) reporting for BMLD.
- Submitting budgets and invoices for MSBA approval through the PROPAY system in the event of High School construction program
- Complete Form 1099s on or before January 30, 2018.

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 / review contract preparations in accordance with the newly enacted Municipal Modernization Act of 2016
- As part of Vision 21- objectives 1) implement Paperless POs workflow 2) Journal Entries workflow and 3) do a cost vs benefit analysis of scanning invoices into the computer vs. manual filing .Public Records Requests will be attended within ten days and be in compliance with Public Records Request Laws.
- Training and 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 Mass. MCPPO, MACRS, TEDS and MMA programs as applicable to keep the department in compliance

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 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 FY18, Accounting plans to test the new Utility Billing System (NISC) and the new Recreation software system (MAX GALAXY) interfaces to the MUNIS General ledger and make adjustments as necessary.

Auditing

- Assess, implement and update Town's Internal Control Procedures per our auditor's FY16 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 actuarial studies.

Contracts/Accounts Payable:

- As part of Vision 21- objectives
  o Implement Paperless POs workflow
  o Journal Entries workflow and
  o Do a cost - benefit analysis of manual filing vs. scanning invoices into the computer.

- Explore implementation of utilizing the Contract Management module in MUNIS.

Reporting:

- Implement Accounting and Reporting requirements for Pensions for OPEB liability (GASB 73, 74, & 75) for all entities (Town, Light and School) by FY18 and Pensions (GASB 67 & 68) reporting for BMLD by 2017.

Other:

- Study and implement regulations in accordance with the newly enacted Municipal Modernization Act of 2016

- Prepare Accounting Department Process Manuals for the new systems.

- 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.

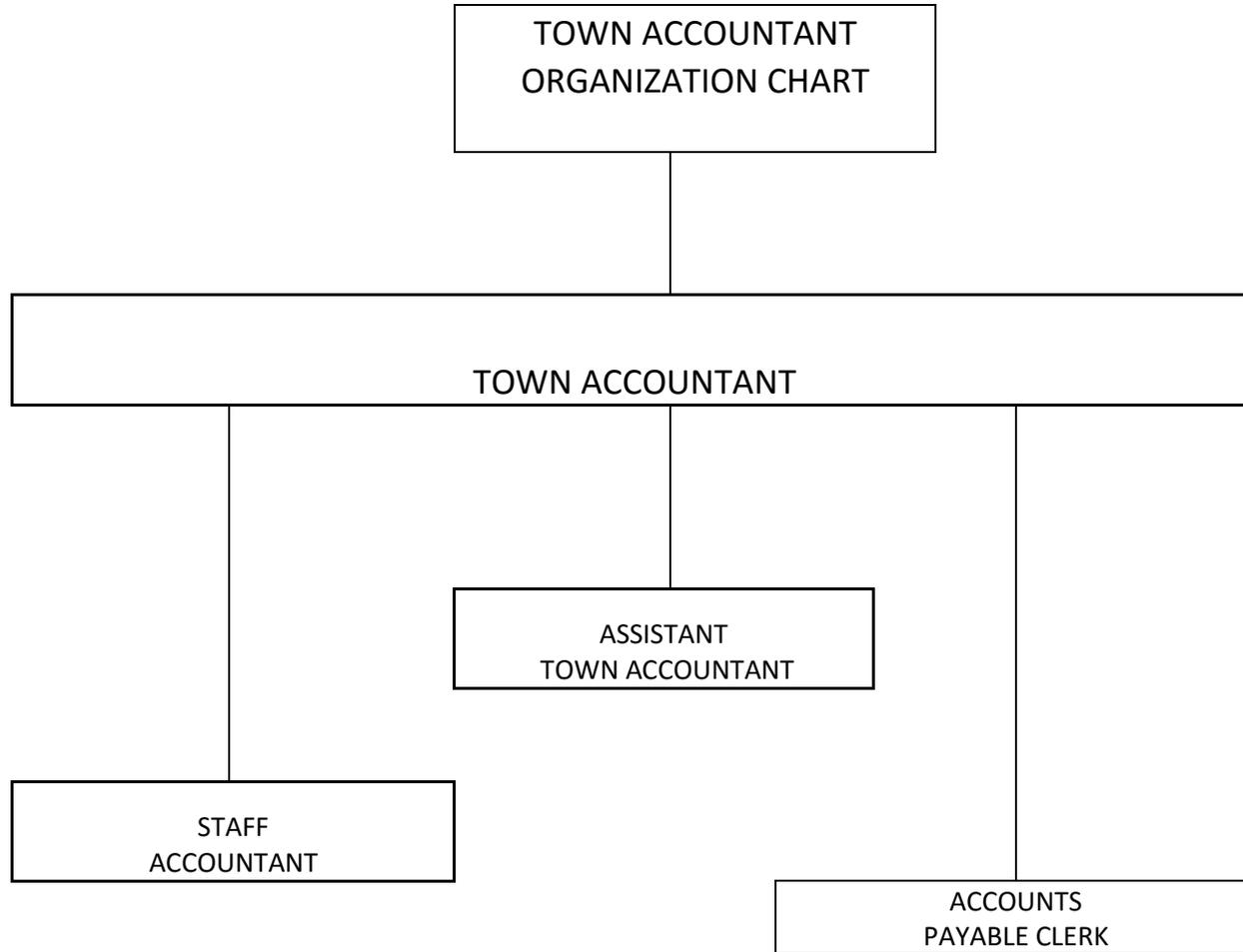Challenges involved in executing the above listed opportunities are:

• 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.

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│    ORGANIZATION CHART       │
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│   ACCOUNTANT     │              │  PAYABLE CLERK   │
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Board of Selectmen / Town Administration

OVERVIEW:
Budget Overview:

FY17 Budget	FY18 Budget	$ Change	% Change	FY18 FTE
$ 1,016,374	$ 1,044,141	$ 27,767	2.73%	5.0

Program Responsibilities: The Board of Selectmen/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 and Capital Budget 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 Board of Selectman (BOS).

- *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.

BOARD OF SELECTMEN:

The BOS 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 BOS 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 Board of Selectmen 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 FY18 proposed budget for the department is $1,044,141. Roughly 58.7% of the department budget is for General Management Services, 28.5% for Legal Services, 12.1% for Board of Selectmen, and .7% for the VFW Lease Agreement.

FY 17 ACCOMPLISHMENTS

- The Board of Selectmen (BOS) executed the sale of the Town's Cushing Square municipal parking lot to a private developer, Toll Bros. to allow a 115 luxury residential unit and 37,500 square foot retail development to move forward. This is a major private development intended to revitalize the Cushing Square area of Town. The Town received payments totaling $1.3 million associated with the sale, as well as the retention of 50 municipal parking spaces once the project is completed.

- Affirmation of the Town's Triple A rating from Moody's Investors Services in conjunction with the April 2016 Bond sale, which allows the Town to receive the lowest interest rates on debt issued for capital projects.

- As a result of approval of the Town's Statement of Interest by the Massachusetts School Building Authority (MSBA) in January 2016, a Belmont High School Building Committee was formed. The composition of this 17 member committee includes: School and Town elected and appointed officials, Town committee representatives, members of the community with architecture, engineering and/or construction experience, and parents. The MSBA Building process is comprised of eight modules. The Eligibility Period (Module 1) has several components, which were required to be completed within 270 days or by November 7, 2016. The Committee successfully completed the required tasks. Based on the completion of all requirements of Module 1, the MSBA Board voted on November 9, 2016 to partner with the Town to conduct a Feasibility Study for Belmont High School. The Committee is in the process of forming the Project Team (Module 2), prior to the Feasibility Study.

- Completion of the $14.5 million Trapelo Road Reconstruction Project. The project scope and work included full reconstruction of two and a half miles of Trapelo Road and Belmont Street extending from Mill Street to the Cambridge City Line. This project involves upgrading the catenary wire system that powers the MBTA buses, reconstruction of the existing street and sidewalks with upgraded storm drains, improved cycling accommodations for cyclists, new or upgraded traffic signals at 13 intersections and the planting of approximately 400 street trees.

- Completion of the $2.75 million Belmont Center Reconstruction Project which features new pavement, sidewalks and ornamental street lighting. The project also includes curb extensions, new crosswalk systems, additional parking and bicycle lanes.

- Completion of the Belmont Municipal Light Blair Pond Substation located at 20 Flanders Road and execution of an agreement with Eversource to reimburse Belmont $45.1 million. A significant portion of the proceeds, $27.9 million will be used to pay off the Town's short term debt obligation and the remaining balance of $17.2 million will complete the remaining transmission line work and retirement of the three substations located at 450 Concord Ave, Hittinger Street and next to the Chenery Middle School over the next six years.

- Produced and presented balanced FY17 & FY18 Town Budget proposals to the Board of Selectmen and Warrant Committee, including components of the Financial Task Force report prepared to support the ballot question seeking the 2015 Override.

- Continued the "Budget Team" model for FY18 budget including ongoing collaboration with school officials in the process.

- Coordinated Annual Town Meeting and one Special Town Meeting preparation and logistics with Town Clerk, Town Moderator, Department Heads and Chairs of Committees/Commissions including schedule development, warrant, articles, motions, and presentation slides.

- Participated in the newly formed Major Projects Working Group, whose charge is to define a sound building and financing plan,

which will lead to successful and timely completion of major project that includes the Police Station, DPW Facility, Library, and Incinerator Site.

- The BOS worked to provide information to Town Meeting (TM) and the public, which resulted in the following actions: TM disapproval of debt financing for the proposed Minuteman Vocational High School Building Project totaling $144.9 million; and the Town disapproved the same debt financing as part of a district-wide popular vote election called by the Minuteman School Committee. Town Meeting, thereafter, voted to withdraw from the District as allowed for in the Revised Minuteman Regional Agreement, which released the Town from long-term debt costs (estimated at $350,000 to $500,000 annually) related to the Building Project. A process to identify alternatives that continue to provide vocational education to Belmont students is underway.

- Development of a Recreation Strategic Plan to implement strategic goals, objectives and recommendations for the next 3 years. Completion and public presentation of the Strategic Plan took place in November 2016. Implementation of the recommendations is underway.

- The Belmont Water Department for the second year in a row received an award from the Massachusetts Department of Environmental Protection (MassDEP) for its outstanding performance as a public water system.

- With the support of the Belmont Light Board, approximately 245 solar rooftop units were installed by Belmont residents.

- Development of a Request for Proposal (RFP) for a feasibility study to allow the Community Path Implementation Committee to continue the process of identifying routes (from the Cambridge line through Belmont to the Waltham line) and funding options. The BOS selected PARE Consulting. A robust public process has begun involving Town official and residents.

- Worked collaboratively with Belmont Retirement Board to develop the biennial Pension Actuarial Study as of January 1, 2016, which resulted in a reduction of the assumed rate of investment return from 7.75% to 7.50%, adopted an updated generational mortality table and modified salary growth assumptions, extended the full funding schedule from 2027 to 2029, maintains the current appropriation levels for FY 18 and FY 19, which reduces the annual percentage increases thereafter from the current level of 6.97% to 4.45%.

- Worked with the Other Post-Employment Benefits (OPEB) Working Group to develop a Request for Proposal for Actuarial Services in order to update the Town's OPEB actuarial valuation as of July 1, 2016. The valuation will include compliance with new GASB 75 Requirements and a separate budget analysis of OPEB costs in addition to actuarial liabilities.

- Presentation on the implementation of an Employer Group Waiver Plan to provide cost savings to retirees and the Town for Medicare Part D prescription drug coverage. BOS approval is anticipated prior to the end of FY17 with an implementation date of January 2018.

- On-going collaboration with town staff and a working group to collect data to be used for the issuance of the next Solid Waste Collection bid.

- Town Administration, including the Cable TV Advisory Committee, continued the franchise renewal process with Verizon, which included approval of a one-year extension while negotiations take place to execute a long-term renewal.

- Successfully operated the new Underwood Pool for its first full season, which saw a significant increase to almost a 1,000 family memberships.

- Worked collaboratively with Belmont Light to implement a new Utility (Electric, Water and Sewer) Billing, Collection and Accounting System.

- Worked with the School Administration and Recreation Department to fully complete the replacement of the basketball court at the High School in time for the opening of school. This work was done through a public/private partnership.

- Coordinated project proposals for the Community Preservation Act Committee's review.

- Provided all required information to the State to finalize conveyance of the Incinerator site to the Town, which expected by the end of the current fiscal year.

- Review and update of existing Alcohol Rules and Regulations and Outside Dining Regulations.

- Provided support to the Logan Airport Noise Advisory Committee.

- Coordinated approval of Common Victualler and Retail and Restaurant Liquor Licenses for 2017.

- Coordinated and expanded outreach for facility rentals in Town Buildings.

- Continued to make improvements to the appointment process of residents to various to committees and Boards by the BOS.

DEPARTMENT BUDGET:

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 Selectmen, it also includes an annual $7,500 lease agreement payment to the Belmont VFW as approved by the 2009 Town Meeting.

FY18 Program:	Salaries	Benefits	Other	Total	% of Total
General Management	$ 515,099	$ 63,699	$ 33,600	$ 612,398	58.7%
Board of Selectmen	$ 14,000	$ 16,893	$ 95,850	$ 126,743	12.1%
Legal Services	n/a	n/a	$ 297,500	$ 297,500	28.5%
VFW Lease Agreement	n/a	n/a	$ 7,500	$ 7,500	0.7%
Total:	$ 529,099	$ 80,592	$ 434,450	$ 1,044,141	100.0%

The FY18 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, Administrative Coordinator, Budget Analyst and Public Information Specialist. The three members of the Board of Selectmen 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 Board of Selectmen. The Town Administrator coordinates: all official Board of Selectmen 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 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.

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 Selectmen
- To recommend financial policies to the Selectmen
- 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 Selectmen/Town Administrator web pages
- To respond to electronic mail sent to the Selectmen
- 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

BOARD OF SELECTMEN:

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 Selectman by compiling background information for each agenda item to ensure efficient and effective meetings
- To process the actions voted at each Selectmen's 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 Board of Selectmen 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 Board of Selectmen 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 Selectmen 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 Board of Selectmen 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 boards and officials), the Board of Selectmen 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 Board of Selectmen that creates the official Warrant for the Town Meeting.

Many hours of staff and management support are provided to the Board of Selectmen 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 Board of Selectmen to prepare the Board's meeting agendas; preparing the "agenda packet" for each member of the Board of Selectmen; compiling background information for each agenda item to ensure efficient and effective meetings; processing the actions of each Selectmen's 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 Selectmen 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 Board of Selectmen 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.

FISCAL YEAR 2018 GOALS:

- Implement a strategic planning process and coordinate goal-setting sessions with the Board of Selectmen and Department Heads.
- Hire a new Town Administration within the 1st Quarter of FY18.

- Develop recommendations for providing vocational education to Belmont students.
- Continued collaboration between the Board of Selectmen, School, Warrant and Capital Budget Committees in developing a fiscal 2018 operating and capital budget.
- Complete the Verizon Franchise License negotiations and award another 10-year contract.
- Continue implementation and monitoring of Green Communities Initiatives to achieve energy consumption reductions.
- Continue the Belmont High School Building process in accordance with MSBA requirements and timelines.
- Develop Capital Plan for Major Buildings.
- Commence process for the development of private/public partnership for a new Skating Rink.
- Review recommendations based on the completed Feasibility Study by the Community Path Implementation Committee for BOS approval.
- Finalize decisions on specifications for Solid Waste Contract Bid in FY18.
- Continued implementation of the Recreation Strategic Plan.
- Complete collective bargaining negotiations for expiring labor contracts.
- Approve updated Personnel Policies.

- Develop capital plan for the next phase of Sewer and Storm Water Rehabilitation.

- Finalize plan to implement Water Meter Replacement and Advanced Metering Infrastructure Program in FY18.

- Further refinement of Parking Management Plan for Belmont Center.

- Investigate Stormwater Enterprise Fund Model.

- Continue progress on a new skating rink as part of a public/private partnership once more information on the Belmont High School project becomes available as part of the Feasibility Study Process.

- Continue to implement recommendations contained in the Financial Task Force report.

- Continue to improve communications with the public.

- Revise the Committee/Commission Handbook.

- Continue to make improvements to the Public Budget Document.

- Continue consolidation of Town and School facility budget items.

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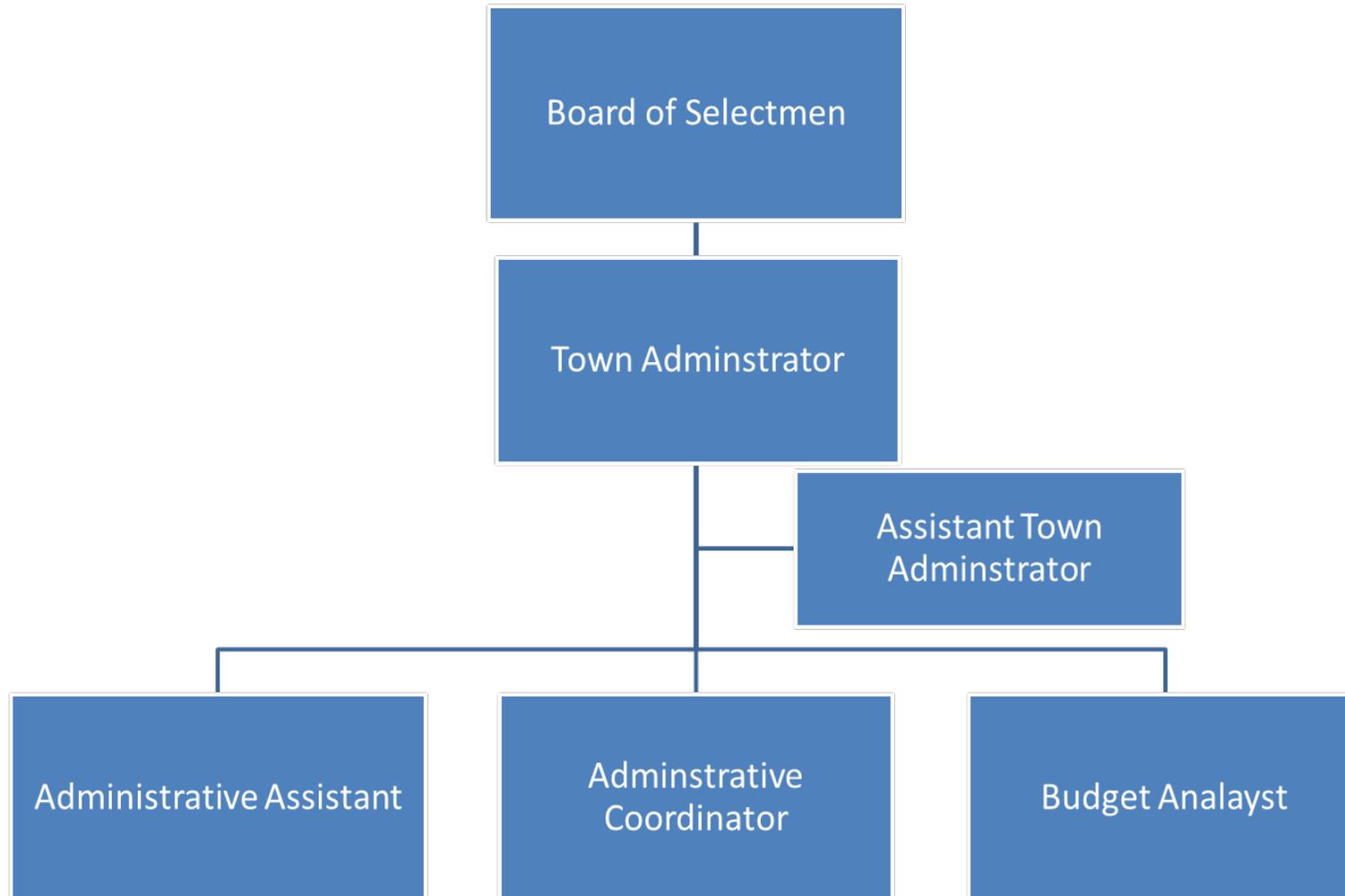
TOWN CLERK

OVERVIEW:

Budget Overview:

FY17 Budget	FY18 Budget	$ Change	% Change	FY18 FTE
$450,089	$415,975	($34,114)	-7.58%	4.5

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 as well as 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 supports Town Meeting, Belmont's Legislative Body.

Divisions/Programs:

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 governmental bodies, and is the point of contact for Town residents, and local, State and federal agencies.
- Elections & Registrations: Responsible for running elections and management of the Town census of voters and residents in compliance with local, State and federal laws and verifying residency for inquiring agencies.
- Legislative: Responsible for managing Town Meeting through the elected Moderator, submitting votes to the Attorney General, Department of Revenue and other State agencies, maintaining contact information for and official communications to Town Meeting Members.

FY17 Accomplishments:

- *Customer Interactions:* As forecast, these numbers skyrocketed in 2016 due to election-related activity and increases in public records requests. Telephone calls are of course not included in this number.

  Customer-reported satisfaction, trust, and confidence in our department are all extremely high.

Customer Interactions	2016	2015	% Change
Visitors	25,729	15,029	71% Increase
Emails Sent & Received	65,366	31,800	106% Increase

- *Elections and Early Voting:* The Election Reform Law of 2014 instituted Early Voting in Massachusetts, with the first availability for November 8, 2016 Presidential & State Election. Early Voting began October 24th, continuing through November 4th. In Belmont 6,147 voters nearly 34% of our electorate, participated in Early Voting at Town Hall and, 1187 Absentee Ballots were fulfilled. Belmont was presented with a Gold Award by the Massachusetts Election Modernization Coalition for offering so many Early Voting hours. Turnout for the November election was 82.41% (14691 voters). In addition, Belmont was randomly chosen for a State-mandated audit of our results just seven days after the election; the audit returned excellent results. Two additional Elections, September State Primary and the Minuteman Election took place in the fall of 2016.

- *Fulfillment of Public Records Requests:* Successfully fulfilled and coordinated fulfillment of Public Records Requests to comply with the Public Records Law. Last year's project to reorganize our archive of documents allowed us to efficiently respond to the

myriad requests. We are in the midst of creating a PeopleForm to handle the requests and fulfillment for Town-wide use.

- *Community Preservation Act Project to Digitize and Preserve Belmont's Vital Records:* Adequate encryption and upgrades to Windows 10 delayed the last parts of this project from FY16 to FY17 to allow us to utilize and issue certified copies from the digitized records instead of paper, and the final step, Part 4: Preserving the existing bound paper copies to halt or reverse chemical and physical deterioration, priorities per the Preservation Survey results will be underway in January 2017. We received an extension from the CPA Committee to complete the project in FY17.

- *Town Meeting Actions:* Successful acceptance by the Attorney General of four amendments/additions to the General and Zoning Bylaws, among twenty four articles acted upon by Town Meeting; certified three 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. The Business License Data System was improved to allow automated notifications and issuance of licenses and made more user friendly. For the fall 2016 licensing season, all licenses were reviewed and approved on time, and the department review/processing time was cut from more than 3 weeks to only a day or two. For spring 2017, we will introduce the online payment module. The web-based Yard Sale Permit system issued 139 free permits in 2016. We continue to add to our index of Town Meeting votes, as of this writing going back to 1946.

- *Archives:* We continue to work with all committees to provide missing minutes and hope to make significant progress to fill the gaps.

- *Trained Election Poll Workers.* Conducted training program for all poll workers before each election successfully preparing for the 2016 Presidential Election.

- *Residency Verification for School Children.* The trend that was observed in 2014 in near-daily verifications of residency for children entering the school system continued through 2016. We provide detailed data to the School Dept. and look forward to working with the Superintendent and School Committee to further enhance the verification process to include mid-point verifications.

Residency Verifications	2016	2014	% Increase
# Verifications	646	474	36%
# School Age Children	1,080	770	40%

Budget:

FY18	Salaries	Benefits	Pollworkers	Other	Total	% of Total
Elections & Registration	$91,548	$18,561	$37,500	$37,740	$185,349	44.6%
Town Clerk	$180,266	$9,459	0	$16,325	$206,050	49.5%
Legislative	$3,835	$56	0	$20,685	$24,576	5.9%
Total	$275,649	$28,076	$37,500	$74,750	$415,975	100.0%

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 115 election poll workers. The Elections & Registration budget, driven by the number of elections has decreased commensurate with the decrease in the number of elections budgeted, from four in FY17 to two in FY18.

Staffing and Structure:

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

FY18 Budgeted Salary Expense	Total	% of Total
Elections & Registration*	**$91,548**	33.2%
Town Clerk	**$180,266**	65.4%
Legislative	**$3,835**	1.4%
Total	**$275,649**	**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 - FY18 - Allocated Effort	Elections & Registration	Town Clerk	Legislative	Total
Management	0.9	0.9	0.2	2.0
Other (Registrars - Does not include Poll Workers)	0.4	0.0	0.1	0.5
Clerical	0.8	1.2	0.1	2.0
Total	**2.1**	**2.1**	**0.4**	4.5

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

Program Performance:

Elections & Registration - Performance Measures	FY 16 Actual	FY 17 Budget	FY 17 Estimated	FY 18 Budget
# Census responses received & processed in Central Voter Registry (includes second mailing) - Calendar Year	7,882	8,000	8,000	8,000
# Qualified & trained poll workers	105	105	117	115
# Unofficial Town-wide election results available on website within 2 hours of close of polls & Official Results available within 14 days of election	2	4	4	2
# Absentee Ballots fulfilled (Including Early Voting)	1,156	2,800	8,140	800
# Elections in which absentee ballot applications were fulfilled and sent to voter within 24 hours once paper and electronic ballots are available	2	4	4	2
# Voter Registration sessions conducted outside routine office hours at Town Clerk's office including off-site such as Belmont High School and Meet Belmont	7	8	9	5
# New Voters Registered	1,734	2,000	2,000	1,500

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 manor
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	FY 16	FY 17	FY 17	FY 18
	Actual	Budget	Estimated	Budget
# Public meetings posted rejected/ requiring intervention to comply with Open Meeting Law (total number of postings average 612 + 221 Minutes)	26	20	20	20
# Vital records returned to the originator for corrections & amendments of total number of vital records recorded	27	45	30	30
# Fee-based requests (not including pet licenses) received in person or by mail and fulfilled within 24 hours	5,199	5,400	5,200	5,200
# Pet Licenses Issued	2,259	2,500	2,500	2,500
# Emails received and sent by Town Clerk staff (data as provided by Tech Support)	31,800	35,000	65,366	35,000
# Visitors to the Town Clerk's office as recorded by installed door counters	15,029	17,000	25,000	17,000

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

Program Performance:

Legislative	FY 16	FY 17	FY 17	FY 18
	Actual	Budget	Estimated	Budget
# Town Meeting Members who receive their Town Meeting information by electronic means of the total number of Town Meeting Members	287 of 294	288 of 294	288 of 294	288 of 294
# of Town Meeting articles submitted and approved by the Attorney General	4	5	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 is on track: Part 1, for $12K to perform an item by item preservation survey was completed, Part 2 for $34.9K to digitize from 35mm microfilm was completed, and Part 3 for $22K to digitize from paper and bound books was completed. The loading of the final database and encryption onto the Town network is complete and testing is underway and we have received an extension for Part 4, preservation of the most fragile paper records, which will begin January 2017, taking the CPA project to zero, goal date is June 30, 2017.

The improvements to the Business License Database to allow online applications, payments, review and approvals have been well-received and smoothly managed. Utilizing this system has allowed the Town Department reviewers to cut the review/approval time from three weeks to one and two days. The online payment module will be utilized for the spring 2017 license renewals.

We have made several of the Town Clerk databases available to other Town departments to facilitate access to source documents, most notably the index of decisions by the Automated Business Licensing, Zoning Board of Appeals and Planning Board, Pet Licenses, Fuel Tanks for flammables, and Committees Boards & Commission appointments and contact data. Spring of 2017 will expand the Committees' module to allow applicants to committee vacancies to apply directly and allow the Town Administrator's office to track their applications using the online system. During 2016, we worked with the Belmont Police, and DPW to populate the Traffic Regulations and Signage database and Update to Regulations, expanding on the work of our college intern Nicholas Piccione. The project consolidates data and information from the Town Clerk, the Police, the DPW, and Community Development. As of this writing, the Town Clerk's efforts are coming to a close and the Police Department and Community Development will need to move forward with their parts, updating the database for new road construction projects and confirming updates to Traffic Regulations for vote by the Board of Selectmen, respectively. On an ongoing basis, in addition to the Police Department and Community Development Office, the DPW will utilize the database for additional sign locations and maintenance of same. We will continue to work to share information where possible and ask other departments to do the same.

Election preparation for the November 8th Presidential Election brought many challenges and successes. Overall, designing an operations management system to successfully handle the 6,147 Early Voters and account for each ballot was a monumental accomplishment; as important, voters who participated were ecstatic with the opportunity. 2016 was the first time Early Voting and using a Central Tabulation Facility were available and no operating plans were available. The mandated post-election audit/recount proved that our processes and poll worker skills were exceptional.

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

Opportunities:

As predicted in our FY17 budget, the enormous effort required in a Presidential Election year limited expansion of our non-election work to improving the systems we had already put in place. In FY18, we hope to renew the sharing and expansion of our multi-department projects to make information available for decision-making.

We have already committed to work with the Cemetery Division of the DPW to normalize the data in the Cemetech information system. Once the normalization of the data is complete, with our experience with death certificates and vital records, we will work cooperatively with the Cemetery/DPW staff and Information Technology to import that data into a new GIS based technology.

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 2016 are as follows: more than 25,000 visitors came through the doors of the Town Clerk's office (as recorded daily by our door counters) and 65,000 emails were exchanged (as recorded by the Town's Information Technology Department). In addition, the staff recorded and/or issued 1,527 vital record certificates this year and 2,259 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 during 2016/2017 has decreased projected revenue.

The Town Clerk's Office revenue for FY16 of $88,230 (a 12% decrease over FY15) is earned by our fees, the average of which is only $20 (exclusive of the pet licenses); this translates into approximately 5,198 paid transactions. Budgeted revenues will fall as the impacts of the new Public Records Law are felt.

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 revisions made to the Public Records Law, effective January 2017 will cause ripples in the Town Clerk's office as the Town Clerk has been named as Belmont's Records Access Officer. As of this writing, we are working on a new Public Records Request database. Though Belmont's procedures are basically unchanged, the responsibilities for tracking, response times and estimating fees have changed significantly. We will continue to work with Town Counsel to assure we are in compliance and examine best practices from other Towns and Cities.

Town of Belmont

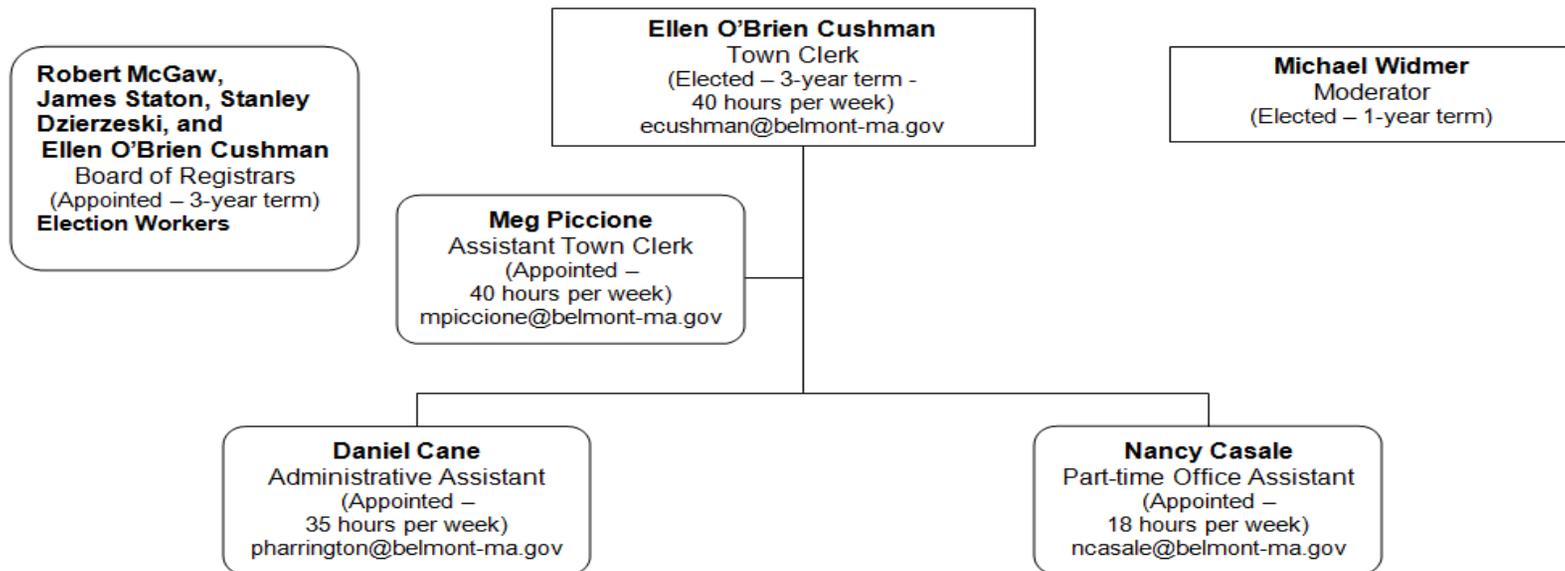Town Hall
455 Concord Avenue
Belmont, MA 02478

617-993-2600
617-993-2601(Fax)

Town Clerk's Office & Budget
Programs: Elections & Registration, Town Clerk, Legislative

Compensated Personnel

Robert McGaw, James Staton, Stanley Dzierzeski, and Ellen O'Brien Cushman
Board of Registrars
(Appointed – 3-year term)
Election Workers

Ellen O'Brien Cushman
Town Clerk
(Elected – 3-year term - 40 hours per week)
ecushman@belmont-ma.gov

Michael Widmer
Moderator
(Elected – 1-year term)

Meg Piccione
Assistant Town Clerk
(Appointed – 40 hours per week)
mpiccione@belmont-ma.gov

Daniel Cane
Administrative Assistant
(Appointed – 35 hours per week)
pharrington@belmont-ma.gov

Nancy Casale
Part-time Office Assistant
(Appointed – 18 hours per week)
ncasale@belmont-ma.gov

The Town Clerk's Staff is well versed in all functions of the department and is available to assist you in the office or by phone or email. For more information please refer to Town's website at http://www.belmont-ma.gov/Public_Documents/BelmontMA_Clerk/index .

TREASURER'S OFFICE

OVERVIEW:
Budget Overview:

FY17 Budget	FY18 Budget	$ Change	% Change	FY18 FTE
$681,379	$680,751	($628)	-0.09%	7.5

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 FY18 budget will be $680,751 which is allocated 48% Treasury Management, 44% Collection Management, and 8% Parking.

Program Performance Indicators:

1. Maximize investment income to exceed revenue budget.

2. Increase payroll direct deposit.

Outstanding:	Issued			Outstanding	
	Actual	Actual	Estimate	2015	2016
	2015	2016	2017		
Real Estate Tax Receivables	8,275	8,300	8,325	46	40
Personal Property Tax Receivables	516	509	510	62	55
Excise Tax Receivables	20,917	21,323	21,400	632	724

3. 100% collections or secured tax lien FY15 by 12/31/16 and FY16 by 12/31/17.

(Water, Sewer and Light unpaid bills as of 6/30 still open on 12/1 transferred to Treasurer's Department for collection with Q3 and Q4 real estate tax bill.)

4. Parking ticket 90% collections FY15 by 12/31/16 and FY16 by 12/31/17.

# of Tickets:	2015 Actual	2016 Actual	2017 Estimate
# Issued:	8,827	9,903	11,000
# Open:	1,910	2,400	2,640
Percentage:	78%	76%	76%

FY17 ACCOMPLISHMENTS:

PAPERLESS TAX BILLING SOLUTION:

As of 12/31/2016 Belmont was 1 of 62 communities offering the optional paperless solution. The future benefits for a paperless solution should reduce paper cost and postage.

As of 12/31/2016 these are the metrics for Belmont Taxpayers using the on-line features:

	12/31/2015 Actual	12/31/2016 Actual	12/1/2017 Estimate
Real Estate bills Issued:	8,275	8,300	8,325
Personal Property bills Issued:	516	509	510
Excise Tax bills issued	21,186	21,323	21,400
Total:	**29,977**	**30,132**	**30,235**
On-line Users	2,434	3,869	4,500
Paper Less	123	298	325

The Department also offers the ability to pay on-line with a credit card. It is anticipated that as time moves on the next generation of Belmont homeowners will sign up for paperless billing in larger numbers.

COMMUNITY PRESERVATION COMMITTEE:

The Community Preservation Comprehensive Plan was updated and approved June 2016. During FY16 reviewed 8 project applications and approved 6 projects for Town Meeting vote on May 4, 2016.

All of the projects were approved for appropriation by Town Meeting totaling $818,350.

In September 2016 (FY2017) received 6 project applications and 6 approved as eligible projects. Final vote by CPA Committee was held on January 11, 2017.

FY16 ISSUED DEBT:

BMLD Project (short term):	$27.6 Million*
Water Bond (MWRA):	$0.5 Million
Public Safety Radio Equipment	$1.1 Million
BHS Fire Alarm	$0.8 Million
Total	**$30.0 Million**

*Eversource reimbursed BLMD $27.6M. June Town Meeting de-authorized $27.6M which will reduce the final borrowing cost to $26.1M ($53.7M-$27.6M).

EXCISE TAX:

Reviewed 2010-2015 open excise tax receivables. The research identified 25 records ($2,100) which was abated by the Assessor.

AFFORDABLE CARE ACT

Collaborated with the Human Resources Department and worked with our software vendor (MUNIS) to complete the extensive filing requirements relative to the Affordable Care Act.

BMLD FIFANCIAL SYSTEMS IMPLEMENTATION

Collaborated with the Belmont Municipal Light Department, Town Accounting Department and Water and Sewer Department to complete the implementation of a new Utility Billing and Collection System.

WELLINGTON SCHOOL BUILDING PROJECT

Treasurer met monthly with representative of the Wellington School Building Committee, Facilities Director and the School to review

financial and physical status of completion of the project. Wellington has received its final reimbursement from MSBA.

Miscellaneous Accomplishments:

The Town continues to maintain its AAA rating being reaffirmed April 2016. All of the continuing financial/debt disclosures were prepared and filed on time. Working with Town Accountant received unqualified opinion on our FY16 Town Financial Statements. All FY15 and prior year audit comments were cleaned up. Final audit presentation was made to the Towns Permanent Audit Committee February 2017.

STAFFING & STRUCTURE:

The Treasurer's Department staffing is currently (6) full time and two (2) part time.

Employee:	Position:	Years:
Floyd Carman	Treasurer – Management*	12
Daniel Boccia	Assistant Treasurer	32
Mary Ehler	Payroll Clerk	20
Michael Trainor	Real Estate Clerk, Cashier	9
Richard Arria	Excise Clerk, Parking, Cashier	7
Susan Allegro (Temp)	AP, Parking, Cashier	-
Iwona Gosz	Admin. Asst., Payroll, Parking, Cashier	11
Kevin Hayes	Part time – Clerk	11

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 Chair Financial Task Force/Other Revenue Committee.

Two staff positions are anticipated to turnover during CY17 but cross training will help temper any lost productivity. The office has peak periods at the end of each month for customers paying parking tickets and excise taxes for RMV license or registration renewal. With the entire office cross trained in the cashiers functions all hands are on deck if needed.

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

DEPARTMENT BUDGET BY FUNCTION:

FY18	Treasury Management	Collections	Parking	Total	% of Total
Salaries	$218,041	$208,408	$41,457	$467,906	69%
Benefits	$30,192	$28,840	$5,388	$64,420	9%
Other Expenses	$50,851	$48,574	$49,000	$148,425	22%
Total	**$299,084**	**$285,822**	**$95,845**	**$680,751**	**100.0%**

DEPARTMENT STAFFING BY PROGRAM:

	Total	% of Total
Treasury Management	3.6	48%
Collection Management	3.3	44%
Parking	0.6	8%
Total	**7.5**	**100.0%**

GOALS, PROGRAM PERFORMANCE, AND DESCRIPTION OF FUNCTION:

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 12/31/2016

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: 94% of full time stuff on direct deposit.

Treasury Management	FY16 Actual	FY17 Budget	FY17 Estimated	FY18 Budget
# of Payroll Paper Checks	5,287	5,600	5,000	4,800
# of Direct Deposits	36,050	38,000	36,250	36,500
# of Accounts Payable Checks	13,306	12,600	13,600	13,600

COLLECTION:

Goals:

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

	FY15	FY16	FY17
	Actual	**Actual**	**Estimated**
Real Estate	75.3M	80.0M	82.0M
Personal Property	0.5M	0.6M	0.6M
Excise	3.3M	3.4M	0.1M

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.

Collection	FY16	FY17	FY17	FY18
	Actual	**Budget**	**Estimated**	**Budget**
# of Real Estate Tax Bills (Quarterly)	33,200	33,200	33,300	33,300
# of Personal Property Tax Bills (Quarterly)	2,038	2,190	2,200	2,200
# of Excise Tax Bills (Annually)	21,245	21,200	21,300	21,300

PARKING:

Goals:

   a. Provide timely and accurate data.

   b. Maximize parking ticket collections.

Program Outcomes:

Parking Tickets	Issued	Open	%
2017 (Estimated)	11,000	2,640	76
2016	9,903	2,400	76
2015	8,827	1,910	78
2014	11,253	2,066	82
2013	11,303	2,535	78

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	FY16	FY17	FY17	FY18
	Actual	Budget	Estimated	Budget
# of Parking Tickets Issued	9,903	11,000	11,000	11,000

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 FY2017, 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.

TREASURERS DEPARTMENT