

STRUCTURAL CHANGE IMPACT GROUP REPORT – FEBRUARY 2021

INTRODUCTION

The Town of Belmont has for several decades operated in an environment where recurring expenses have grown at a faster rate than recurring revenues, as constrained by Prop 2 ½. During this time several efforts have studied how the town could reduce expenditures while delivering the services expected by residents and, in some cases, required by law. and/or increase revenues, contain the rate of increase in costs and deliver services more effectively and/or efficiently. The Structural Change Impact Group (SCIG) will systematically summarize past studies, survey efforts of existing committees and boards, gather new ideas, evaluate these options, and present the findings to the Select Board and residents.

Specifically, the Structural Change Impact Group (SCIG) has been charged by the Town of Belmont's Select Board to:

...investigate and recommend a list of key structural changes for the Town of Belmont, which may impact its economic condition, the structural deficit challenges the Town faces, [and] on the Town['s] operational approach to delivering services to the community.

The committee is composed of representatives from several existing town committees and at-large residents of Belmont. SCIG was asked to complete its work in approximately 12 months with the final report expected at the end of 2021.

The SCIG has met four times since December 2020. The focus of the group during these meetings has been two-fold: 1) to gather prior efforts and reports that could be summarized into this report, and 2) to outline a work plan for the remainder of the group's efforts.

SUMMARIZING PRIOR EFFORTS AND PROGRESS

The Structural Change Impact Group reviewed several different documents in its first month. These documents, dating back to 2010, include a list of possible structural and financial changes that were documented and subsequently acted upon.

The following sources of information have been collected as initial input into the SCIG process:

- "Summary of Suggestions for Structural Change in Belmont" (A Warrant Committee Excel document dated March 9, 2010)
- "Final Report of the Financial Task Force" (PDF document dated January 30, 2015; this is now referred to as "Financial Task Force I")
- "Structural Impact - FTF I Recommendations" (Excel document associated with 2015 report), which updates progress on the Financial Task Force 1 recommendations
- "Structural Reforms List" (Word document presented at the Select Board meeting on July 27, 2020)

The SCIG reviewed all of these documents and summarized them into a new Excel matrix of options for further review over the coming months. This new matrix is included in Appendix A.

For this report, the SCIG conducted an initial pass through the matrix to update the status of the options. The town has made progress on the 2010 and 2015 recommendations so some of the compiled options might have already completed, in progress, or ruled out. Options that have been ruled out in the past will be considered again and included in the matrix produced by the SCIG.

The appendix contains the full matrix, but some representative selection of structural change decisions that have been made since 2010 are:

- Re-designed the Town's health insurance plans to contain ongoing costs
- Extended the pension full-funding due date (twice)
- Combined the Assistant Town Administrator and Recreation Director positions and began moving towards a recreation enterprise model
- Increased tax relief for seniors
 - decreased interest rate on tax deferrals
 - increased cap on tax work-off credits
- Created a sidewalk policy and adopted a Complete Streets policy that made State and Federal grant funding available
- Switched trash pickup to single stream recycling and instituted new collection fees to contain costs
- Adopted zoning overlays for South Pleasant Street to spur development
- Updated enterprise fund transfers to reflect their share of pension and OPEB
- Built Belmont Light 115KV transmission substation, substantially reducing costs to Belmont Light customers, with ~\$800,000 annual recurring cost savings to Belmont rate payers and new tax revenue for the Town
- Added Acorn Park and Cushing Square developments creating one-time and recurring tax levy revenue
- Successfully negotiated development at McLean, creating potential for new future revenues
- Approved and negotiated marijuana retail dispensaries, creating future one-time and recurring revenues
- Increased facility rentals, expanding recurring revenues
- Instituted parking meter program resulting in recurring revenues
- Applied for and received over \$1M in new grants (not including COVID) for town departments since 2018. These grants include one-time revenues for school security, stoplights, technology upgrades, financial modeling, ADA compliance, tree budget, etc.
- Designed new Middle School and High School builds to have lower annual operating costs, including zero net energy design that saves the Town/School Dept ~\$5 million over 30 years. Also, the money spent on energy used for HVAC will stay in Belmont because it is 100% electric, improving Belmont Light's financials.
- Installed smart meters for more accurate water billing and instituted monthly billing, improving operating efficiencies and monitoring by residents

- Purchased hybrid vehicles and installed idling technology to reduce fuel costs for town vehicles
- Consolidated School and Town Facilities departments into a single operating unit
- Installed tracking software and other apps to improve Town Clerk office efficiency

SCIG WORK PLAN FOR 2021

The Structural Change Impact Group has laid out a preliminary work plan for the remainder of the year. The work plan will culminate in a final report summarizing the Group's work and recommending actions to address structural change through revenue enhancement or cost containment and to improve efficiency or the delivery of services to the town. This project's success is in part reliant on the input and ideas from the general public and from existing committees and other groups in town. Any idea, no matter how small or large, is welcome and can be shared at (link forthcoming on Town website). The SCIG will add these to the master list and take all suggestions under consideration.

In addition, the SCIG will host several public forums to gathering new ideas and to receive other feedback and input. The first of these forums is scheduled for Thursday, March 4th, 2021. We expect to have two additional public meetings over the course of 2021 and hope to hear from as many voices as possible.

Structural Change Impact Group Workplan - last updated 1/24/21

What	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Deadline
Review group's charge, goals, and organization														
Develop overall work plan														
Review relevant documents (FTF1 report, recent structural actions since 2015 override, Town Administrator's list of reforms)														
Compile past recommendations, completed reforms, and efforts underway in one document														
Produce preliminary report that summarizes relevant context, prior work, trends, decisions, ongoing efforts, and next steps including some potential options to explore														1/31/2021 - likely early Feb based on late start
Discuss report with Select Board														
Set up website and electronic input form (on town site)														
Develop rubric for examining and evaluating different opportunities														
Develop plan for public forum #1														
Hold public forums to gather input														
Prioritize initial list of additional potential revenue expansion and cost mitigation opportunities to explore														
Encourage community members to share input via meetings, online form, survey, and any other modes														
Investigate options and identify new ideas via research (including looking at other towns) and consultation with key stakeholders (including town depts and committees)														
Evaluate options based on more detailed information gathered using rubric														
Compile analyses and discuss takeaways and findings														
Produce/present final report that includes: 1) review and summary of all the revenue and expense options proposed; 2) analysis of prioritized list of additional revenue expansion and cost mitigation opportunities; 3) summary of feedback and additional opportunities identified through meetings with public and departments; and 4) recommendations to the Select Board and School Committee regarding revenue expansion and cost mitigation opportunities to implement														12/31/21

Key:

Green = organizational/administrative tasks
Gold = reports/deliverables
Blue = external communications/input
Peach = analysis/information gathering

The SCIG has discussed the importance of also receiving input from town employees, other town governments, and to do independent research as necessary. We expect to form working groups similar to other town committees so that the committee can progress efficiently. If these committees are formed, meeting will be posted via the Town Clerk's office.

All the input will be gathered into the existing matrix of options (see Appendix A).

The matrix provides a structure for systematically considering each option. The SCIG will review the options and rank them using a rubric that includes different categories and scoring scales. Each metric will be defined in advance, with the current metrics as the following:

Scoring Matrix

Financial Impact	Label	An estimate of how much total revenue/savings this idea will create. If recurring, estimate the total higher!
	0 No impact or negative impact	Costs/Loses Money
	2 Little impact	<\$25k
	4 Some impact	\$25k-\$100k
	6 Medium impact	\$100k-\$500k
	9 Big impact	>\$500k
Operational Impact		An estimate of this idea's potential to impact efficiency, quality, or progress on town goals (e.g. equity, transparency, etc.)
	0 No impact or negative impact	Replaces one system with another of equal or worse quality
	2 Little impact	Modest improvement to efficiency or quality
	4 Some impact	Moderate improvement to efficiency or quality
	6 Medium impact	Significant improvement to efficiency OR quality
	9 Big impact	Significant improvement to efficiency AND quality
	n/a	
Ease of implementation	Label	An estimate of how easy or difficult this idea will be to implement. Below are examples to help estimate, but these are not hard rules.
	0 Impossible	Ideas that are prohibited by state or federal laws
	1 Very difficult	Complicated by local laws AND contracts; has complicated prerequisites; requires TMM and town wide approval;
	2 Difficult	Complicated by local laws OR contracts; requires TMM 2/3 vote OR requires TMM vote AND town-wide vote
	3 Medium	Requires political will; has up-front capital requirements; requires a TMM or town-wide vote
	4 Easy	Leg-work, Select Board vote
	5 Very easy	Simple paperwork
Time Scale	Label	Estimate how long it will be before the impacts are delivered
	1 Long	2 or more years to complete
	2 Medium	1 to 2 years to complete
	3 Short	1 to 6 months to complete
	4 Immediate	Less than 1 month to complete

The goal is to provide guidance to the town by summarizing the input from the Town into a scoring system. Implementing any of the options is a decision that will be decided by the Select Board or other appropriate decision body.

APPENDIX A. OPTIONS MATRIX

					SCIG Review	
Id	Description	Source	Status	Status Note	SCIG Next Step	Dept / Area
1	HR - Explore regionalization of HR duties to see if it would save money	March 2010 Summary	On hold	Preliminary review was that different towns have different structures and contracts which make regionalization difficult	Preliminary Review	HR
2	Regionalization of Fire Suppression services	March 2010 Summary	Open, to be explored	Preliminary discussions were held with Chief Frizell and Watertown but nothing further transpired	Preliminary Review	Fire Department
3	Regionalization of EMT services	March 2010 Summary	Open, to be explored	Preliminary discussions were held with Chief Frizell and Watertown but nothing further transpired	Preliminary review	Fire Department
4	Regionalize dispatch / 911 calls	March 2010 Summary	Open, to be explored	Multiple discussions on this matter were held with the BPD Leadership and City of Somerville. Met with some resistance with the prior Chief but current Chief is open to exploring the idea	Preliminary review	Police Department
5	Regional dispatch	SCIG Charge	Duplicate	Multiple discussions on this matter were held with the BPD Leadership and City of Somerville. Met with some resistance with the prior Chief but current Chief is open to exploring the idea	None	
6	Regionalize snow plowing	March 2010 Summary	Open, to be explored	No discussions have taken place on this	Preliminary review	Public Works
7	Regionalize library with Watertown and Arlington - save one Director and one book processor (or more). Decrease number of senior positions by making one head of Children's services then just staff in other building - same with Reference, Young Adult. May not save staff but will reduce level of positions and save money	March 2010 Summary	Open, to be explored	Discussions need to begin with the Board of Library Trustees on this idea	Preliminary review	Library
8	Regionalize health services	March 2010 Summary	Open, to be explored	No discussions have taken place on this	Preliminary review	Health
9	Join with other communities to enable a larger scale research and a greater voice to press for change at the state level and beyond	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Compensation
10	Share with other towns: Much like certain municipalities share the services of plumbing or electrical inspectors, the Facilities Department can explore the possibility of sharing licensed trade staff with surrounding communities. In addition, maintaining awareness of group purchasing opportunities such as State and regional supply contracts can provide additional cost savings. Lastly, combining bidding and awarding of maintenance contracts for School and Town buildings can also result in savings.	FTF1 2015 Report	Open, to be explored	Should be investigated further. Some inspectors are currently shared.	Preliminary review	Education Operations and Maintenance
11	Continue to explore opportunities for collaboration and/or regionalization with surrounding communities in the delivery of Town services.	FTF1 2015 Report	Open, to be explored	Should be investigated further	Preliminary review	Town Government
12	Establish a working group of town administrators/managers with comparable communities to enable the sharing of innovative ideas and solutions to the common challenges we face in the delivery of town services, effective management of our increasing cost infrastructure and the generation of additional non-property tax revenues.	FTF1 2015 Report	Open, to be explored	Never executed on this idea	Preliminary review	Town Government
13	Formal effort to talk to other towns about their service delivery model and what cost-saving or revenue-generating ideas have worked well for them	Jan 7 SCIG Meeting	Open, to be explored	Never executed on this idea	Preliminary review	
14	Regionalization with other towns, including road salt consortium, LABBB program, ambulance services, and others	Jan 7 SCIG Meeting	Duplicate		None	
15	Shared Nurse with Lexington -- Provides needed coverage and flexibility for Health Dept.	Jan 7 WC Forum	Implementation: In Progress		Get Status Update	Health Dept
16	Shared inspector with Watertown -- Provides service needed on PT basis	Jan 7 WC Forum	Implementation: In Progress		Get Status Update	Community Development
17	Partner with other towns to lower costs through large purchases of commodities (heating oil, salt, sand, etc.) -- Town receives discount benefits accrued to large purchases	Jan 7 WC Forum	Implementation: In Progress	Further explore by Department. Belmont does purchase salt in a consortium with other towns.	Get Status Update	DPW
18	Share Special Education costs with Lexington, Arlington, Bedford, and Burlington -- Ongoing collaborative provides high quality services at a lower cost than third party	Jan 7 WC Forum	Implementation: Completed		Add summary to report	School Dept
19	Member, NEMLEC -- Coverage and specialty services provided by member towns	Jan 7 WC Forum	Implementation: Completed		Add summary to report	Police Dept
20	Mutual Aid with 36 towns through Mass Metro Fire -- Coverage and aid provided by member towns	Jan 7 WC Forum	Implementation: Completed		Add summary to report	Fire Dept

21	Hazardous waste disposal consortium with Lexington and other towns -- Provides service at minimal cost	Jan 7 WC Forum	Implementation: In Progress		Add summary to report	DPW
22	Look at merging positions with neighboring towns (Chief of Police, Fire Chief, etc.)	Community Input	Open, to be explored		Preliminary review	
23	Insurance - Put out to bid. Seek discount for purchasing with other towns. Have schools pay for their share of insurance and defend their own claims	March 2010 Summary	Open, to be explored		Preliminary review	Town Administrator
24	Combine HR and building services	March 2010 Summary	Ruled out		Rule Out	Town-wide
25	Consolidate all administrative town / school functions and outside labor counsel (building services, HR, IT, Financial); consolidate buildings	March 2010 Summary	Implementation: In Progress	Town and School Facilities were merged. IT, HR and Labor Counsel should be explored	Get Status Update	Town-wide
26	HR merging (Schools and Town)	SCIG Charge	Duplicate		None	
27	Legal - Due to increased use of insurance to cover legal fees reduce budget item. Implement existing plan to put legal services out to bid. Seek discount for purchasing services with other towns.	March 2010 Summary	Implementation: Completed		Add summary to report	Town Administrator
28	Consolidating labor counsel for Town and School departments	Jan 7 SCIG Meeting	Duplicate		None	
29	Merge service departments between school and town and reduce headcount (HR, accounting, etc.); outsource non-value added services	Community Input	Duplicate		None	
30	Outsource mechanics work in DPW	March 2010 Summary	Open, to be explored	Some Preliminary had taken place on this matter but nothing further developed	Preliminary review	Public Works
31	Outsourcing specific Town services (e.g. IT)	SCIG Charge	Open, to be explored	Should be investigated further	Preliminary review	
32	VFW/American Legion-move American Legion to a Town owned building and stop payments to the VFW for housing the AL. Get VFW to pay market rent	March 2010 Summary			Preliminary review	Town Administrator
33	Close School Administration building and sell for office space. Put 1. Supt and Assist Supt at BHS, 2. Business Office in Homer Building, 3. Bob Martin with Kevin, 4. Personnel with Diane and 5. SPED at CMS or new Wellington	March 2010 Summary	Ruled out		Rule Out	Education
34	Mothball Town Hall until higher value use identified; relocate Town Clerk, BOS, and Town administration and HR	March 2010 Summary	Ruled out		Rule Out	Building Services
35	Combine Fire and Police buildings to have a Public Safety building	Community Input	Ruled out		Rule Out	
36	Sell or lease the School Administration building; move those few employees into one of the schools or into one of the Town Hall buildings	Community Input	Ruled out		Rule Out	
37	Consolidate the town hall building and town hall annex into one; better utilize the footprint, eliminate private offices	Community Input	Ruled out		Rule Out	
38	Sell or lease the old municipal light building	Community Input	On hold	Building still being used as a substation until the substation project is complete	Preliminary review	
39	Merge DPW and Municipal Light into one administrative building	Community Input	Open, to be explored		Preliminary review	
40	Create a "master plan" for the town: This plan would be a continually evolving long-term plan, and the Schools would be only one part of that plan.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Operations and Maintenance
41	Publish an annual list of recurring maintenance items that do not, by their very nature, qualify for capital funding consideration.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Education Operations and Maintenance
42	Create a set of criteria for capital budget requests: Suggested criteria include consideration of code compliance, life/safety, impact on the end-user department's ability to carry out its mission, useful life expectancy, and ability to extend useful life expectancy with periodic upgrades of components.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Education Operations and Maintenance
43	Place greater emphasis on long-term capital planning based on schedules established in a written maintenance manual.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Operations and Maintenance
44	Create an "extraordinary maintenance" account in the budget to help address unforeseen repairs: Current operational budgets are adequate for routine maintenance and upkeep of school buildings systems and components. However, significant and unexpected repairs of substantial cost can exhaust or exceed particular line items requiring transfer of funds from other sources to maintain resources for continued routine maintenance.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Operations and Maintenance

45	Identify maintenance costs by category (painting, carpeting, etc) and make use of industry standards: These costs will become the basis for identifying resources needed for non-Capital projects; i.e., those defined as "recurring" or those less than \$10,000.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Operations and Maintenance
46	Develop a written maintenance manual, complete with schedules: Development of a written maintenance manual for all Town and School buildings is a priority for the Facilities Department beginning in FY14. This manual will define inspections schedules and recommended upgrades to all building systems and components.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Operations and Maintenance
47	Holding the line at future maintenance cuts: It is imperative that established maintenance budgets no longer be frequent candidates for reduction without an understanding of the long range implications of deferred maintenance that will result from such reductions.	FTF1 2015 Report	Implementation: Completed	The Capital Budget Committee reviews this issue annually with all of the Department Heads as part of the budgitt process	Add summary to report	Education Operations and Maintenance
48	Implement a policy of 2.5% level funding every year: DESE data indicates that school districts identify 2.5% of their overall operating budget be dedicated to non-utility and non-custodial maintenance budgets. The 2.5% average should be considered a minimum threshold for School maintenance budgets moving forward.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Operations and Maintenance
49	Hire licensed trades staff, rather than continuing to enter into service contracts with external contractors: The Facilities Department should continually review the cost and service level of vendor maintenance contracts to determine if hiring licensed, in-house trade staff would be a preferred option in terms of cost and flexibility.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Operations and Maintenance
50	Communication and work order systems: Continue the use of an electronic work order system for maintenance requests: The current helpdesk system allows individual teachers, themselves, to submit work orders directly from their desktops, rather than having to route requests through Building Principals or Custodians as an additional step.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Operations and Maintenance
51	Sell town-owned parcels for residential development or defining a public purpose.	FTF1 2015 Report	Open, to be explored		Preliminary review	Revenue Opportunities
52	Review building rental fees and recommend identifying opportunities for facilities fees and rentals.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Revenue Opportunities
53	NSTAR Transfer Station	Jan 7 WC Forum	Implementation: Completed		Preliminary review	New Growth
54	Restructured facilities department – Consolidated school and town facilities departments. Greater purchasing power for utilities and supplies and coordinated management of facility maintenance.	Jan 7 WC Forum	Implementation: Completed		Add summary to report	
55	Designed new school for zero net energy (ZNE) – geothermal wells, solar panels, efficient systems, etc. – Contains energy costs, increases efficiency, and reduces climate footprint even though it is a much larger building.	Jan 7 WC Forum	Implementation: In Progress		Get Status Update	
56	Centralize supplies (school, office, janitorial, etc), monitor usage, and control "backdoor" losses	Community Input	Open, to be explored		Preliminary review	
57	Allow Town to unilaterally approve health plan design (or consider a 50/50 split for medical benefits)	March 2010 Summary	Implementation: In Progress	This is a collective bargaining issue and needs to be negotiated with the Unions	Get Status Update	Town-wide
58	Re-designed the Town health insurance plans	July 2020 List	Implementation: Completed		Add summary to report	
59	Reconfigured health plan – Aligned with state's GIC plan, largest public health insurance plan in MA	Jan 7 WC Forum	Implementation: Completed		Add summary to report	
60	Explored joining the GIC	July 2020 List	On hold		Get status update	
61	Group Insurance Health Plan (GIC)	SCIG Charge	Duplicate		None	
62	GIC state health plan for employees	Jan 7 SCIG Meeting	On hold	GIC is currently reorganizing their system, which makes it unattractive to join until that process is complete and the variables of the new system are known	Get status update	
63	Change the employer-employee cost ratio for health insurance (school from 80/20 to 70/30, town from 72/25 to 65/35); implement spousal surcharges and charge more for larger families	Community Input	Duplicate		None	

64	Institute HRAs (Health Reimbursement Arrangements) like done in Wellesley and Northampton to seek savings in health insurance and OPEB costs; would have higher co-pay and cap on employee costs per year (when employee reaches cap, town reimburses over cap)	March 2010 Summary	Open, to be explored		Preliminary review	Town-wide
65	Eliminate step increases and create merit pool	March 2010 Summary	Open, to be explored	This is a collective bargaining issue and needs to be negotiated with the Unions	Preliminary review	Town-wide
66	Establish an incentive bonus pool for department heads and other employees to reward them for the development and implementation of innovative and cost-saving ideas.	FTF1 2015 Report	Open, to be explored	We need to explore this further and implement it	Preliminary review	Town Government
67	Incentive bonus pool for department heads and other employees to reward them for the development and implementation of innovative and cost-saving ideas	Jan 7 SCIG Meeting	Duplicate		None	
68	Incorporate costs savings into managers' objectives and issue merit increases if cost savings are met	Community Input	Open, to be explored	We need to explore this further and implement it	Preliminary review	
69	Convert all non-union salary increases to merit-based	March 2010 Summary	Open, to be explored		Preliminary review	Town-wide
70	HR - Eliminate life insurance benefit. Increase employee portion of health insurance to 25% for HMO (now 20%)	March 2010 Summary	Duplicate		None	HR
71	Adopt cheaper social security instead of OBRA for employees not in the retirement system	March 2010 Summary	Open, to be explored		Preliminary review	Accounting
72	Eliminate vacation buyback policy; limit number of days' rollover and implement use-it-or-lose-it policy	Community Input	Open, to be explored		Preliminary review	
73	Eliminate all town-owned passenger vehicles and travel allowance compensating employees for travel to and from their homes	Community Input	Open, to be explored		Preliminary review	
74	Eliminate overtime compensation and change the shift patterns for 24/7 service jobs	Community Input	Open, to be explored	This is a collective bargaining issue and needs to be negotiated with the Unions	Preliminary review	
75	Increased fees (and fines) for services	March 2010 Summary	Open, to be explored		Preliminary review	Town-wide
76	Increase fees for Licenses and Permits	March 2010 Summary	Open, to be explored		Preliminary review	Town Clerk
77	Charge users a membership fee, similar to Recreation Department fees	March 2010 Summary	Duplicate		None	Council on Aging
78	Require users to cover full operating costs through fees	March 2010 Summary	Open, to be explored		Preliminary review	Council on Aging
79	Fee adjustment review (Building, Parking Fees, etc)	SCIG Charge	Open, to be explored		Preliminary review	
80	Facility rentals, parking, trash overflow bags, etc.	Jan 7 WC Forum	Duplicate		None	Fees
81	Determine core services required by residents (those required by statute and all others); have public meetings with residents	March 2010 Summary	Open, to be explored	We need to consider adopting a performance management approach to budgeting	Preliminary review	Town-wide
82	Eliminate citizen building committees and hire good project managers	March 2010 Summary	Ruled out		Rule Out	Town-wide
83	Change structure of appointed building committees so that permanent building committee has detailed manual of procedures and stages of construction; appoint trained professionals, not just good citizens	March 2010 Summary	Implementation: Completed		Add summary to report	Town-wide
84	Have fewer Board of Selectmen Meetings with no pay to Selectmen	March 2010 Summary	Ruled out	Makes no sense to have fewer meetings and total compensation for all 3 SB Members is \$14,000. Immaterial amount	Rule Out	Town Administrator
85	Town Meeting, Committees and Commissions Support - have them create their own documents and slides. Compile committee and commissions reports and call it the Annual Report. Print no Annual Report. Not have staff attend committee and commission meetings	March 2010 Summary	Ruled out		Rule Out	Town Administrator
86	Community Relations/Public Service - limit hours	March 2010 Summary	Open, to be explored		Preliminary review	Town Administrator
87	Have a professional, appointed Town Clerk and then replace the Assistant Town Clerk with a clerical person	March 2010 Summary	Ruled out	Would need a By-Law Change and approval by 2/3 of Town Meeting and perhaps even a town wide referendum	Rule Out	Town Clerk
88	Less frequent yard and lawn care	March 2010 Summary	Open, to be explored		Preliminary review	Public Works
89	Compensation through union negotiations	SCIG Charge	Duplicate		None	
90	Cost structure of Belmont's independent boards and how they compare to similar towns	Jan 7 SCIG Meeting	Open, to be explored		Preliminary review	
91	Reorganizing Town Accounting department, potentially increasing efficiency	Jan 7 SCIG Meeting	Implementation: In Progress		Get Status Update	
92	Created Website Renewal Committee	Jan 7 SCIG Meeting	Implementation: Completed		Add summary to report	

93	Regrade/Reclassify salary ranges for jobs	Community Input	Duplicate		None	
94	Implement programmatic approach to developing budgets for town and schools; measure output and ROI of programs	March 2010 Summary	Open, to be explored	This is performance management budgeting	Preliminary review	Town-wide
95	Transparency of budgeting process, particularly in comparison to the budget guidelines and processes used by similar towns	Jan 7 SCIG Meeting	Open, to be explored		Preliminary review	
96	Email notification of paycheck stubs for employees with direct deposit	March 2010 Summary	Implementation: Completed		Add summary to report	Town-wide
97	Institute online bill paying for most / all tax or fee collection	March 2010 Summary	Open, to be explored		Preliminary review	Town-wide
98	Move property tax, personal property tax, and excise tax billing and collections to online, paperless billing portal.	March 2010 Summary	Duplicate		None	General Government
99	Move utility payments to online, paperless utility billing and payment	March 2010 Summary	Duplicate		None	Public Works
100	Consolidate billing for utility services	March 2010 Summary	Duplicate		None	Public Works
101	Move non-core high school courses on-line	March 2010 Summary	Open, to be explored	This is a School Committee and School Administration matter	Preliminary review	Education
102	Continue planning for projects which are aligned with our goal of universal access to technology including the one-to-one iPad program at Belmont High School.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Information Technology
103	Investigate the creation and delivery of a Digital Citizenship program on the secondary level.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Information Technology
104	Begin a multi-year project to provide a minimum of 2 PCs for each classroom K-4.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Information Technology
105	Work to identify ways to increase access to mobile computing devices at all levels.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Information Technology
106	Sequence the implementation of hardware capacity within classrooms based on curriculum needs and goals and the districts' adoption of the Common Core standards.	FTF1 2015 Report	Open, to be explored	This is a School Committee and School Administration matter	Preliminary review	Education Information Technology
107	Advocate for staff trained to assist teachers in their technology integration efforts.	FTF1 2015 Report	Open, to be explored	This is a School Committee and School Administration matter	Preliminary review	Education Information Technology
108	Implement a multi-year plan to purchase and install SMARTboards in the remaining classrooms without boards.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Information Technology
109	Investigate and work toward the purchase of additional mobile computing devices for classroom instruction.	FTF1 2015 Report	Duplicate		None	Education Information Technology
110	Expand the wireless infrastructure to support increased mobile device use.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Information Technology
111	Develop staff technology literacy skills document based on DESE standards.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Information Technology
112	Explore additional ways to safely leverage web tools.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Information Technology
113	Continued improvement of the Student Information System as the central database from which other systems interact.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Information Technology
114	Technology that can create efficiencies	Jan 7 SCIG Meeting	Open, to be explored		Preliminary review	
115	All new employees mandated to direct deposit	March 2010 Summary	Implementation: In Progress		Get Status Update	Town-wide
116	Move all payroll to direct deposit with email notification	March 2010 Summary	Duplicate		None	General Government
117	Move all payroll to direct deposit with email notification	March 2010 Summary	Duplicate		None	Treasury
118	Performance Pay for Teachers	March 2010 Summary	Open, to be explored	This is a School Committee and School Administration matter	Preliminary review	Education
119	Establish a bonus pool, and develop criteria to use to allocate those funds, beginning with a few basic measures	FTF1 2015 Report	Duplicate		None	Education Compensation
120	Identify schools in cities and towns in Massachusetts and other high-performing states which have moved away from the step and lane system, and do an in-depth study on their systems and performance	FTF1 2015 Report	Duplicate		None	Education Compensation
121	Step and Lane System for teacher compensation	Jan 7 SCIG Meeting	Open, to be explored		Preliminary review	
122	Make METCO a scholarship program only. No overhead administration	March 2010 Summary	Open, to be explored	This is a School Committee and School Administration matter	Preliminary review	Education
123	Assemble a cross functional team with the charge of creating a holistic strategy with specific steps outlined for each of these recommendations. This plan must align to the Belmont strategic plan and should include a clear picture for what success looks like, the specific steps we will need to take in order to fulfill the holistic strategy, a realistic timeline for each step, and an implementation rubric so the School Committee can assess progress throughout implementation.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Student Life

124	Add seven additional FTE, two for each level and one to serve as the coordinator. The six staff for the schools will need to be trained to specifically handle students in crisis whereby, releasing our current guidance counseling team to proactively provide social and emotional support to students who are not in crisis.	FTF1 2015 Report	Implementation: In Progress	This is a School Committee and School Administration matter	Get Status Update	Education Student Life
125	Implement a K-8 sustainable and research-based curriculum that provides explicit instruction around the three proven areas of social and emotional development: emotional processes, social/interpersonal skills, and cognitive regulation. This curriculum should be implemented with fidelity and integrated into the context of both the school and community. This curriculum must have a K-8 scope and sequence without any gaps, year-to-year.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Student Life
126	Research and then possibly expand pilot programs designed to assist young students identified as needing more support to develop specific skills, such as learning the routines of school or to have more time to engage in play.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Student Life
127	Implement monthly, pre-planned strategic K-12 activities for all students as well as parents/guardians that will permeate the culture of Belmont whereby influencing change. Such activities will begin to help shape a focus in our community around the impacts stress, depression, anxiety, and mental health issues have on our children and staff. Identify a lead person at each school, responsible for arranging and implementing relevant activities. Examples include: Yoga day, mental health day, PE, dance, no homework weekends, parent/guardian support groups, guest speakers for parents/guardians and staff members, etc. Acknowledge students and staff for leading a balanced life.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Student Life
128	Dedicate space and staff for students experiencing major school-to-hospitalization and/or school-to-program transitions.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Student Life
129	Provide time, within the high school day, for a staff member to operate an "open gym" for high school students needing a place to go between classes. Also, provide staff to conduct intramural sporting activities after school at the middle school level.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Student Life
130	Adjust start times for high school and middle school to align with research on brain development and the impact sleep deprivation has on teenagers.	FTF1 2015 Report	Implementation: In Progress	This is a School Committee and School Administration matter	Get Status Update	Education Student Life
131	Charge full cost for bus fees - system is still subsidizing busing - do only what is required by law - no exceptions	March 2010 Summary	Open, to be explored		Preliminary review	Education
132	Adequate allocation of funds and resources must be maintained to support student needs through effective staffing, program structure, materials, and out placement settings.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Special Education
133	The committee acknowledges that the user fees for in-school and after school extra-curricular activities place a significant financial burden on the families of Belmont students. While it is understandable how and why these fees have continued to increase over the years, the committee sees little, if any, room for future increases.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Education Supplemental Revenue
134	Privatize rink, pool, and other rec. dept. programs	March 2010 Summary	Open, to be explored	Clearly the Rink needs further analysis	Preliminary review	Public Works
135	Eliminate department, allowing groups to rent fields, ring ... privatize pool, rink ...	March 2010 Summary	Duplicate		None	Recreation
136	Eliminate crazy deal for "summer" Recreation person: no vacation time (paid - must work all days have camp - drastically reduce or eliminate year round pay of this person	March 2010 Summary	Implementation: Completed		Add summary to report	Recreation
137	Merge Recreation, Senior Center and Veterans into one department 1. only 1 Director (eliminate at least one director job; 2. same individual can run Senior Center and Recreation programs (social worker can do the other COA programs not as Director)	March 2010 Summary	Open, to be explored		Preliminary review	Recreation
138	Merge Recreation Programs with schools - let schools run - can go from 3 person staff to 1 1/2 or 2 at most	March 2010 Summary	Duplicate		None	Recreation

139	Consolidate the management of Town and School recreation assets under experienced recreation management.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Revenue Opportunities
140	Combined Assistant Town Administrator and Recreation Director positions	July 2020 List	Implementation: Completed		Add summary to report	
141	Hire a new full-time professional Recreation Director to manage recreation facilities.	FTF1 2015 Report	Implementation: Completed	Jon Marshall, the Asst. TA serves in this role	Add summary to report	Revenue Opportunities
142	Restructured recreation department -- Moving Recreation to self-supporting enterprise. Combined Assistant TA and Recreation Director.	Jan 7 WC Forum	Implementation: In Progress		Get Status Update	
143	Moving Recreation department to an enterprise fund	July 2020 List	Implementation: In Progress		Get Status Update	
144	Putting the Recreation Department into an enterprise fund, so that it pays for itself	Jan 7 SCIG Meeting	Open, to be explored		Preliminary review	
145	Partner with the Belmont Parks and Recreation Department and library systems to create more opportunities for free drop-in activities, and homework support for upper elementary through high school aged students.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Education Student Life
146	Maximize revenue opportunities from Town and School recreational assets (Underwood Pool, Higginbottom Pool, etc.)	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Revenue Opportunities
147	Combine the operation of the Higginbottom and new Underwood pools into an Aquatics Program.	FTF1 2015 Report	Duplicate		None	Revenue Opportunities
148	Direct the Recreation Department, in conjunction with the Recreation Commission, to generate written policies, and evaluate and expand programming, outsourcing, and rental fees.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Revenue Opportunities
149	Create a "Field Management" task force of all stakeholders to determine usage, prioritization, fees, maintenance and upgrades and to coordinate improvements for both Town and School fields.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Revenue Opportunities
150	Allow FD to charge for non-emergency calls and chronic false alarms to same location	March 2010 Summary	Open, to be explored	May be difficult to implement	Preliminary review	Fire Department
151	Add ALS to Fire Department	March 2010 Summary	Implementation: Completed		Add summary to report	Fire Department
152	Eliminate the DARE Program	March 2010 Summary	Implementation: Completed		Add summary to report	Police Department
153	Eliminate the School Resource Officer	March 2010 Summary	Ruled out	Both the SC and SD support the SRO at both the Middle School and High School	Rule Out	Police Department
154	Hire a School Resource Officer with a BA, to serve as a liaison between the school, families, and the police department in Belmont. This liaison would also be charged with partnering with the Middlesex District Attorney's office to develop a comprehensive parent/guardian educational series. We envision at least six to eight educational sessions open to all families, to occur each year in the following categories: violence prevention, personal safety, social hosting, drugs and alcohol, child development, health and wellness, motivation, and diversity/inclusion.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Education Student Life
155	Eliminate Quinn Bill Payments	March 2010 Summary	Implementation: Completed		Add summary to report	Police Department
156	Purchased hybrid police vehicles -- Reduced fuel and idling costs for vehicles	Jan 7 WC Forum	Open, to be explored		Preliminary review	
157	Charge for garbage pick-up	March 2010 Summary	On Hold	PAYT has been debated and discussed multiple times over the years, trash and bulky items beyond limits are being charged for	Preliminary review	Public Works
158	Switched trash pickup to single-stream recycling	July 2020 List	Implementation: Completed		Add summary to report	
159	Change FT/PT personnel mix to keep library open on weekends	March 2010 Summary	Open, to be explored		Preliminary review	Library
160	Move Children's Room to the Benton to allow growth at the Main Branch	March 2010 Summary	Open, to be explored	Is there savings here? Library Trustees need to be involved in this	Preliminary review	Library
161	Close Library Monday and Tuesday - keep it open Saturday and Sunday - eliminate full time staff if necessary	March 2010 Summary	Open, to be explored	Library Trustees need to be involved in this	Preliminary review	Library
162	A decision to renovation/construct on existing site or elsewhere needs to be made by the Library Trustees for the next grant round. This includes planning and updating the previous feasibility study.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Capital Projects
163	Eliminate door to door doctor visits from COA; switch to taxi vouchers based on means testing; at the very least limit to within Belmont only	March 2010 Summary			Preliminary review	Council on Aging
164	Eliminate free rides to beauty parlor from COA	March 2010 Summary	Implementation: Completed		Add summary to report	Council on Aging
165	Cemetery charges should cover full operating costs	March 2010 Summary	Open, to be explored		Preliminary review	Public Works
166	Privatizing cemetery, rink, and pool	March 2010 Summary	Duplicate		None	Public Works

167	Sell naming rights (e.g., Senior Center)	March 2010 Summary	Open, to be explored	Has been discussed over the years for both Town and School buildings but never fully implemented	Preliminary review	Town-wide
168	The committee recommends that the Town of Belmont establish a naming rights by-law, given the likelihood that the Massachusetts School Building Authority will approve and support the renovation and expansion of the high school in the foreseeable future.	FTF1 2015 Report	Duplicate		None	Education Supplemental Revenue
169	Explore whether there is joint support from the Town and School Department for adopting a naming rights policy.	FTF1 2015 Report	Duplicate		None	Revenue Opportunities
170	Prior to the renovation of the high school, the committee recommends exploring whether an individual and/or group might sponsor the construction of the Harris Field press box and elevator, as well as the of installation of a large LCD display monitor in the Wenner field house for advertising.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Education Supplemental Revenue
171	Fire inefficient personnel / eliminate unneeded positions / have each department list at least one role to eliminate	March 2010 Summary	Open, to be explored		Preliminary review	Town-wide
172	Increase productivity by more closely monitoring employee conducting personal business during work time	Community Input	Open, to be explored		Preliminary review	
173	Ask all departments to reduce headcount by 10%-15% and expenses by 10%	Community Input	Open, to be explored		Preliminary review	
174	Reduce redundant senior staff in Public Works dept.	March 2010 Summary	Open, to be explored		Preliminary review	Public Works
175	Make all elected offices (with exception of BOS and Moderator) appointed instead	March 2010 Summary	Ruled out		Rule Out	Town-wide
176	Have newly elected town officials take office on July 1	March 2010 Summary	Ruled out	Is there savings here?	Rule Out	Town-wide
177	Have fewer elections	March 2010 Summary	Ruled out		Rule Out	Town Clerk
178	Legislators must be required to limit or eliminate unfunded mandates from the state government	March 2010 Summary	Open, to be explored	We need to work with our State Legislators on this matter	Preliminary review	Town-wide
179	Change open meeting law to allow municipal gov't to operate more like private enterprise	March 2010 Summary	Ruled out	Subject to state law	Rule Out	Town-wide
180	Seek waiver of requirement from MCAS remediation	March 2010 Summary			Preliminary review	Education
181	Work more closely with and join our state legislators to lobby for changes at the state level in the current pension system and for additional healthcare reform to more effectively manage our burgeoning Other Post Employment Benefit (OPEB) Liability.	FTF1 2015 Report	Open, to be explored		Preliminary review	Town Government
182	Additional funds for debt service payments on \$1 million in bond financing (\$500,000/5-Year term in FY16 and \$500,000/5-Year term in FY17) be added to the Task Force Financial Model to address capital budget needs, and also provide permanent ongoing funding in the future, once the 5-year bond issues are paid off.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Capital Projects
183	A decision on the post-closure use of the former Incinerator Site be made as soon as possible. This will determine the possible location and timing of a new Police Station and the potential (or not) of an athletic field installation or other uses at the site.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Capital Projects
184	Otherwise, the DPW facility should be the next major project to be funded and initiated, which has a location and should move forward with planning.	FTF1 2015 Report	Implementation: In Progress		Get Status Update	Capital Projects
185	Define and document direct services provided by the Town for each nonprofit organization.	FTF1 2015 Report	Open, to be explored	PILOT Payments needs to be revisited	Preliminary review	Revenue Opportunities
186	Request from each nonprofit organization a list of services they provide the Town.	FTF1 2015 Report	Open, to be explored		Preliminary review	Revenue Opportunities
187	Seek financial support/partnership for upgrades of facilities used by nonprofits.	FTF1 2015 Report	Open, to be explored		Preliminary review	Revenue Opportunities
188	PILOT payments (Payment in Lieu of Taxes)	SCIG Charge	Open, to be explored		Preliminary review	
189	Tax Belmont Hill and Belmont Day or pursue a PILOT donation every year	Community Input	Duplicate		None	
190	Upon completion of Cushing Village project, review surrounding parking management issues and opportunities.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Revenue Opportunities
191	Implement March 2012 Parking Management Plan approved by Board of Selectmen after Belmont Center Reconstruction is completed.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Revenue Opportunities

192	Create additional parking opportunities on Concord Ave (i.e. the vacant town-owned lot to the right of JV Soccer Field.	FTF1 2015 Report			Preliminary review	Revenue Opportunities
193	Smart meters and monthly billing -- More accurate and timely billing	Jan 7 WC Forum	Implementation: Completed		Add summary to report	
194	Adopt zoning overlays for South Pleasant Street to spur development	July 2020 List	Implementation: Completed		Add summary to report	
195	Examine new growth opportunities at South Pleasant Street and recommend the Town re-zone this area to encourage development.	FTF1 2015 Report	Duplicate		Preliminary review	Revenue Opportunities
196	Replace the Traffic Advisory Committee with the Transportation Advisory Committee to include pedestrians and cyclists	July 2020 List	Implementation: Completed		Add summary to report	
197	Create a sidewalk policy	July 2020 List	Implementation: Completed		Add summary to report	
198	\$500,000 in additional funds from property taxes - \$300,000 for roadway improvements and \$200,000 for sidewalk repairs -- be added to the Task Force Financial Model to address these needs. This will allow a regular annual \$200,000 allocation for sidewalk improvements within the plan, in addition to \$1.8 million annually for roadway improvements.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Capital Projects
199	Conduct a town-wide traffic study	July 2020 List	Implementation: Completed		Add summary to report	
200	Adopt a Complete Streets policy	July 2020 List	Implementation: Completed		Add summary to report	
201	The committee recommends pursuing the engagement of free-lance development professionals to pursue private and corporate grant funding for public education.	FTF1 2015 Report	Open, to be explored		Preliminary review	Education Supplemental Revenue
202	Grants (state and federal)	SCIG Charge	Duplicate		None	
203	New Grants for financial modeling, technology, ADA, trees, stoplight, school security, etc.	Jan 7 WC Forum	Duplicate		None	Grants
204	Federal COVID reimbursement grants	Jan 7 WC Forum	Implementation: In Progress		Get Status Update	Grants
205	Include a \$4.5 million override on the ballot.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Financial Modeling
206	If an Override is approved, establish an "Override Stabilization Fund" into which a portion of the override funding (approximately \$1,630,000) can be set aside until needed.	FTF1 2015 Report	Implementation: Completed		Add summary to report	Financial Modeling
207	Internally re-structure Belmont Light	July 2020 List	Implementation: Completed		Add summary to report	
208	Started strategic planning processes for the town and for Belmont Light	July 2020 List	Implementation: In Progress		Get Status Update	
209	Changing Belmont Light governance, potentially increasing efficiency	Jan 7 SCIG Meeting	Implementation: In Progress		Preliminary review	
210	Phase out revenue stream from Belmont Light; taxpayers shouldn't overpay for electricity	Community Input	Open, to be explored		Preliminary review	
211	Adopt a Purchase Power policy for Belmont Light	July 2020 List	Implementation: Completed		Add summary to report	
212	Increase tax relief for seniors	July 2020 List	Implementation: Completed		Add summary to report	
213	Decrease interest rate on tax deferrals	July 2020 List	Implementation: Completed		Add summary to report	
214	Increase cap on tax work-off credits	July 2020 List	Implementation: Completed		Add summary to report	
215	Reassess Belmont homes to make assessed values more fair	Community Input	Implementation: In Progress		Get Status Update	
216	Consider refunding taxpayers a portion of taxes paid in this past year given costs must have been less and services were reduced	Community Input	Ruled out		Rule Out	
217	Create a revised Economic Development Committee to help businesses	July 2020 List	Implementation: Completed		Add summary to report	
218	Restrict liquor license transfers	July 2020 List	Implementation: Completed		Add summary to report	
219	Economic development: Work with Economic Development Committee (EDC) and Planning Board to identify potential opportunities	SCIG Charge	Open, to be explored		Preliminary review	
220	Open Marijuana Retail Dispensaries	Jan 7 WC Forum	Implementation: In Progress		Preliminary review	Local Receipts
221	Join community compact to bring in funds for the Collins Center financial modeling	July 2020 List	Implementation: Completed		Add summary to report	
222	Crear the Financial Task Force II	July 2020 List	Implementation: Completed		Add summary to report	
223	Extend the pension full funding due date	July 2020 List	Implementation: Completed		Add summary to report	
224	Extending Pension Payment Schedule	SCIG Charge	Duplicate		Preliminary review	
225	Extended timeline (twice) for payment of pension liability (by Retirement Board) -- Extended payment schedule to 2031 to reduce annual payments	Jan 7 WC Forum	Duplicate		None	
226	Require enterprise funds to pay their share of pension and OPEB	July 2020 List	Implementation: Completed		Add summary to report	

[illegible]

APPENDIX B. MEMBERS OF SCIG

Vicki Amalfitano

Joe Bernard (Secretary)

Amy Checkoway

Adam Dash

Travis Franck (Chair)

Matthew Gasbarro

Anne Helgen

Mark Paolillo (Vice-Chair)

Aaron Pikcilingis

Paul Rickter