

1

*Town of*  
**Belmont**  
MASSACHUSETTS



TOWN  
HALL

1882

**Fiscal Year 2023 Town Administrator's Budget Recommendation**



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### Table of Contents

<b>I.</b>	<b>Budget Message:</b>		
	Budget Message	I- 4	
<b>II.</b>	<b>Summary:</b>		
	Budget Calendar	II- 14	
	Summary Chart	II- 16	
	Town Organizational Chart	II- 17	
	Glossary of Key Terms	II- 18	
<b>III.</b>	<b>Budget Narratives:</b>		
	<i>General Government:</i>		
	Assessor's Office	General Govt. - 23	
	Human Resources	General Govt. - 33	
	Information Technology	General Govt. - 42	
	Town Accountant	General Govt. - 53	
	Town Administration	General Govt. - 63	
	Town Clerk	General Govt. - 72	
	Treasurer's Office	General Govt. - 86	
	<i>Insurance and Benefits:</i>		
	Employee Benefits	Emp. Benefits - 96	
	<i>Public Safety:</i>		
	Emergency Management		Public Safety - 97
	Fire Department		Public Safety - 102
	Police Department		Public Safety - 112
	<i>Education:</i>		
	Belmont Public Schools		Education - 130
	Minuteman Assessment		Education - 130
	<i>Public Services:</i>		
	Community Development		Public Services - 131
	Department of Public Works		Public Services - 139
	Recreation Department		Public Services - 160
	Facilities Department		Public Services - 171
	<i>Human Services:</i>		
	Belmont Public Library		Human Services - 180
	Council on Aging		Human Services - 205
	Board of Health / Health Department		Human Services - 214
	<i>Debt and Interest:</i>		
	Debt Service		Debt Service - 231



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

	<i>Cherry Sheet:</i>			
	Cherry Sheet	Cherry Sheet - 232	Board of Health / Health Department	IV. – 289
<b>IV.</b>	<b>Budget Detail</b>		Council on Aging	IV. – 292
	<i>Revenues Section:</i>		Belmont Public Library	IV. – 293
	Revenues	IV. - 234	Debt Service	IV. – 298
	<i>Expenditures Section:</i>		State Assessment and Charges	IV. – 302
	Legislative	IV. – 238	Capital Pavement Management	IV. – 302
	Town Clerk	IV. – 238	Capital (Discretionary)	IV. – 302
	Elections & Registration	IV. – 240		
	Select Board	IV. – 241		
	Town Administration	IV. – 241		
	Town Accountant	IV. – 243		
	Assessors	IV. – 244		
	Treasurer's Office	IV. – 245		
	Parking Clerk	IV. – 247		
	Human Resources	IV. – 248		
	Information Technology	IV. – 249		
	Employee Benefits	IV. – 250		
	Police Department	IV. – 251		
	Fire Department	IV. – 260		
	Emergency Management	IV. – 264		
	Belmont Public Schools	IV. – 266		
	Minuteman Assessment	IV. – 266		
	Community Development	IV. – 266		
	Department of Public Works	IV. – 271		
	Recreation Department	IV. – 281		
	Facilities Department	IV. – 285		



**TOWN OF BELMONT**  
**OFFICE OF THE TOWN ADMINISTRATOR**  
 455 CONCORD AVENUE  
 BELMONT, MASSACHUSETTS 02478

**TOWN ADMINISTRATOR**

PATRICE GARVIN

[townadministrator@belmont-ma.gov](mailto:townadministrator@belmont-ma.gov)

455 CONCORD AVENUE  
 BELMONT, MA 02478  
 PHONE (617) 993-2610  
 FAX (617) 993-2611

To the Honorable Select Board:  
 Cc: Warrant Committee  
 Cc: Residents and taxpayers of Belmont

**OVERVIEW**

I herewith submit for your consideration the Proposed FISCAL YEAR 2023 (FY23) Operating Budget for the Town of Belmont. I want to thank the team that assisted in the development of this budget, Town Accountant Glen Castro, Budget Analyst Matt Haskell, Pam Callahan, and all of the Department Heads. The total Proposed Budget (*Not Including Water & Sewer Enterprise Funds*) of **\$148,237,265** represents an increase of **\$6,035,364** or **4.2%**, over the FY22 budget.

<b>TABLE 1</b>	<b>FY2022 Appropriated</b>	<b>FY2023 Recommended Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Education (BPS and Minuteman)	\$67,969,827	\$71,158,860	\$3,189,033	4.7%
Fixed Costs	\$33,889,362	\$34,806,554	\$917,192	2.7%
Municipal Departments	\$35,949,642	\$37,473,528	\$1,523,886	4.2%
Capital (Includes Roads, Sidewalks)	\$4,343,070	\$4,186,448	\$(156,622)	-3.6%
Other Post-Employment Benefits (OPEB)	\$50,000	\$579,275	\$529,275	1058.6%
<b>Subtotal</b>	\$142,201,901	\$148,204,665	\$6,002,764	4.2%
Projected Recurring Revenue	\$135,022,398	\$138,725,439	\$3,703,041	2.7%
One-Time Revenue (Free Cash & ARPA)	\$7,179,503	\$9,479,225	\$2,299,722	32.0%
Surplus/(Deficit)	\$(0)	\$(0)	\$(0)	0.0%

The Proposed Budget reflects the use of **\$6,479,225** of Free Cash to balance the FY23 budget. The Town's FY21 Free Cash Certification was **\$15,026,459**, and is relied upon heavily as a one-time revenue source to be able to balance the FY23 budget. Without the use of these funds the current level of service cannot be maintained and reductions in services would be required. The Town's proposed FY23 budget is a level service budget. Note the school's budget has not yet been certified by the School Committee.

## Budget Process and Select Board Priorities

This year the Town budget process started in September 2021, directly after receiving the Town's certified Free Cash certification in mid-August. In September of 2021 the Select Board approved the comprehensive Financial Policies of the Town. The FY23 budget process needed to begin in earnest, with estimated revenues and "Fixed Costs." Fixed Cost budget items include State Charges and Assessments, Debt Service, Pension, Minuteman Vocational School Assessment, and Reserve for Property Tax Abatements (Overlay). Capital including Road and Sidewalk Improvements can also be considered Fixed Cost items, which are funded independently from Town and School allocations. For the purposes of this budget message, we have broken out the Capital costs. This estimate is done in collaboration with the Select Board, Town Officials, and the Warrant Committee.

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

The priorities in FY23 budget are to maintain the services that Belmont residents have come to expect. In addition, the Select Board understands the revenue challenges the Town faces to balance the operating budget. There are critical needs in Town buildings and facilities, as footprints of Town and school buildings expand. The Select Board supports efforts for long range planning and is in the development of a long-term capital budget.

## REVENUE

The following is a summary of the major revenue sources used to fund the FY23.

<b>TABLE 2 Revenue</b>	<b>FY2022 Tax Recap</b>	<b>FY2023 Estimated</b>	<b>\$ Change</b>	<b>% Change</b>	<b>% Of Total Revenue</b>
Property Tax Revenue	\$111,402,074	\$114,630,174	\$3,228,100	2.9%	77.3%
State Aid	\$12,435,398	\$12,642,966	\$207,568	1.7%	8.5%
Local Receipts	\$8,778,606	\$8,993,172	\$214,566	2.4%	6.1%
Available Funds (Chapter 90)	\$2,406,320	\$2,459,127	\$52,807	2.2%	1.7%
One-Time Free Cash	\$7,179,503	\$6,479,225	\$(700,278)	-9.8%	4.4%
One-Time ARPA	\$-	\$3,000,000	3,000,000	100%	2.0%
<b>TOTAL</b>	<b>\$142,201,901</b>	<b>\$148,204,665</b>	<b>\$6,002,764</b>	<b>4.2%</b>	<b>100.0%</b>

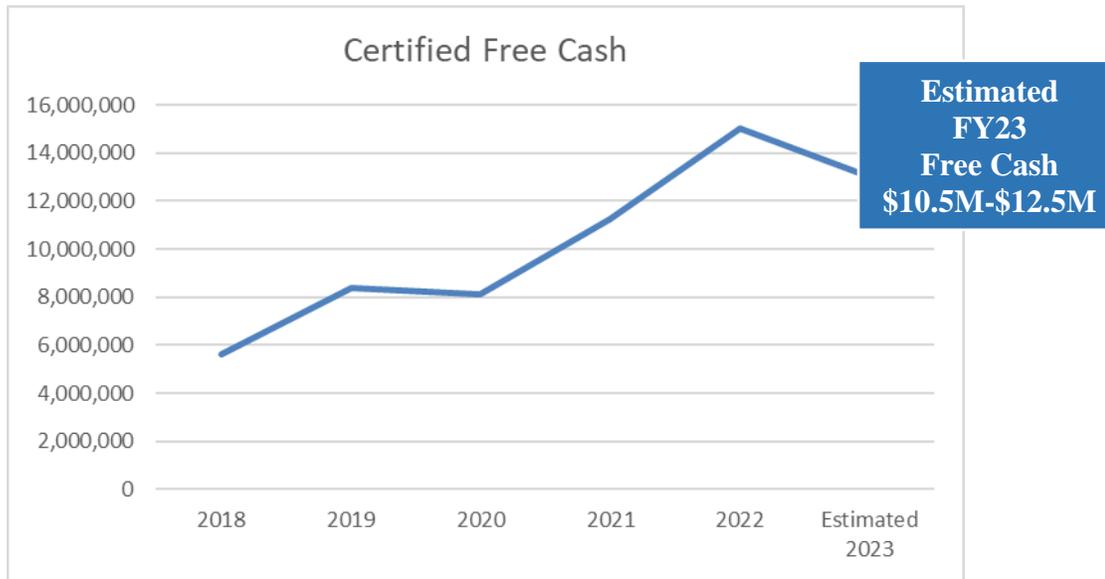
Belmont is not unlike other municipalities that estimate revenue at the Proposition 2½ Property Tax Levy Limit, and derive a majority of their property tax revenue from residential properties to balance revenues and expenditures on a year-to-year basis. The annual budget process is an ongoing challenge due to increased structural deficit. The absence of significant and consistent increases in property tax revenue from new growth, State aid, non-property tax revenue, and the use of cash reserves are the primary drivers of this challenge.

FY23 revenue estimates were developed in collaboration with the Select Board and Warrant Committee. Non-Property Tax Revenues have been increased based on prior year actual receipts and current year estimates.

**I. One-Time Revenue Estimates for Fiscal Year 2023**

**Free Cash** is a one-time revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from its operations of the previous fiscal year based on the balance sheet as of June 30. Section C.2 of the Town’s Free Cash Policy states: *“That Town will seek to maintain Free Cash of 3-5% of the current Fiscal Year’s General Fund Revenue Budget, with the understanding that the goal will be to maintain Free Cash of approximately 4%.”*

The reliance on Free Cash has grown over the last three years as the Town has struggled to fund recurring costs in the operating budget, such as salaries and expense contracts. The graph below illustrates the Town’s certified Free Cash since 2018 and the estimated Free Cash in FY23. The estimated amount in FY23 has been determined based on the use of Free Cash in the FY22 operating budget and projected turnbacks/revenue surplus in FY22.



**American Rescue Plan Act (ARPA) Funds.** The Town received **\$7,806,251** in ARPA funding. The Town has received half of that allocation and will receive the remaining half at the beginning of FY23. We have budgeted **\$3,000,000** in ARPA funds in the FY23 operating budget. Another **\$2,000,000** has been put aside for the FY24 operating budget. ARPA funds will expire if not used by December of 2024, unless the deadline is extended.

**Other Available Funds** are other funding sources that the Town can access such as PILOT Payments, and Indirect Costs from Enterprise Funds. Available funds could be considered one time in nature, but the Town has consistently been able to annually make use of these funds. One source of other available revenue has been recently impacted by COVID-19. The Parking Reserve Fund is at a reduced level due to decreased demand for parking, and relaxed parking policies in Belmont Center. The chart below lists the sources of Available Funds.

<b>TABLE 3</b>	<b>FY21 Actuals</b>	<b>FY22 Estimated</b>	<b>FY23 Projected</b>
Receipts Reserved Approp-Parking Meters	\$90,000	\$30,000	\$30,000
Fund Balance Abatement & Exempt/Overlay	\$235,000	\$235,000	\$300,000
Trans from Light Dept for Tax Reduction (PILOT)	\$1,650,000	\$150,000	\$350,000
Trans from Water for Operating-Indirect Costs	\$664,000	\$519,000	\$519,000
Trans from Sewer for Operating-Indirect Costs	\$519,000	\$519,000	\$519,000
Trans from Leftover Capital Items	\$25,000	\$260,000	\$25,000
Trans from Perpetual Care Fund	\$25,000	\$27,193	\$25,000
Capital Endowment Fund Special Projects	\$125,000	\$125,000	\$150,000
Chapter 90 Highway Funds	\$541,127	\$541,127	\$541,127
<b>TOTAL OTHER AVAILABLE FUNDS</b>	<b>\$3,874,127</b>	<b>\$2,406,320</b>	<b>\$2,459,127</b>

## II. Recurring Revenue Estimates for Fiscal Year 2023

**Real Estate and Personal Property Tax Revenue:** The Town of Belmont is 94.8% residential, and 5.2% commercial industrial, and has a single tax rate for residential and commercial properties. The chart below reflects the Town's approved allowable levy.

<b>TABLE 4</b>	<b>Levy Res Share</b>	<b>Levy CIP Share</b>	<b>Tax Rate</b>	<b>Levy Total</b>	<b>Residential</b>	<b>CIP</b>
<b>Estimated FY23</b>	<b>94.75%</b>	<b>5.25%</b>	<b>TBD</b>	<b>\$114,630,174</b>	<b>\$108,612,090</b>	<b>\$6,018,084</b>
FY2022	94.75%	5.25%	\$11.56	\$111,719,938	\$105,863,499	\$5,856,439
FY2021	95.06%	4.94%	\$11.54	\$109,492,914	\$104,094,756	\$5,398,158
FY2020	94.90%	5.10%	\$11.00	\$101,308,400	\$96,145,751	\$5,162,649
FY2019	94.34%	5.66%	\$11.67	\$92,737,732	\$87,490,956	\$5,246,777
FY2018	94.06%	5.94%	\$12.15	\$88,542,898	\$83,291,196	\$5,251,702
FY2017	94.79%	5.21%	\$12.69	\$85,533,440	\$81,085,188	\$4,448,252
FY2016	94.73%	5.27%	\$12.56	\$82,875,502	\$78,512,971	\$4,362,531
FY2015	94.36%	5.64%	\$12.90	\$76,467,837	\$72,157,499	\$4,310,338

Property tax is the Town's largest and most stable source of revenue growth. Property tax remains the Town's primary revenue source, comprising 77.3% of total projected revenues in FY23. In FY23, **\$114,630,174** will be derived from this revenue source.

Real estate and personal property tax revenue includes an estimate from property taxes due to new construction (new growth). New growth is the only way a municipality at the Proposition 2½ levy limit can generate additional property tax revenue. The Board of Assessors new growth estimate is **\$800,000**. The total property tax levy includes property taxes used to finance debt exclusions based on the debt schedule for approved projects. The Chart below shows the allocation of the tax rate for FY22 real-estate and each debt exclusion item.

<b>TABLE 5</b>	<b>Levy Impact</b>	<b>Tax Rate Impact</b>
Residential/Commercial/PP	\$99,443,942	\$10.29
<b>Debt Exclusions</b>		
Senior Center	\$215,800	\$0.02
Town Hall Complex	\$564,375	\$0.06
Fire Station Refunding	\$516,500	\$0.05
Underwood Pool	\$229,400	\$0.02
Wellington School	\$1,499,700	\$0.16
Fire Station Refunding	\$108,298	\$0.01
High School Phase 1	\$5,312,525	\$0.55
High School Phase 2	\$3,855,066	\$0.40
<b>TOTAL</b>	<b>\$111,745,606</b>	<b>\$11.56</b>

**State Aid:** Total State Aid (Local Aid) is estimated at **\$12,642,966**, or **8.5%** of total revenues used to fund the FY23 Budget and reflects a net increase of **\$207,568**. For the purposes of this report, the State Aid amount comes from the Governor's FY23 Proposed Budget. This amount is likely to change as the budget works through the house and senate. Two major categories of State Aid include (Chapter 70) Education (School) Aid and Unrestricted General Government Aid (UGGA). It should be noted that in addition to the State Aid revenue distributed to the Town, the state also assesses charges to pay for certain services. This assessment is estimated at **\$2,082,812**.

<b>TABLE 6</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023 (Governor #)</b>
Chapter 70- Education Unrestricted	\$9,036,713	\$9,519,647	\$9,755,929	\$9,891,949	\$10,025,419
Charter School Reimbursement	\$893	\$3,157	\$28,381	\$4,331	\$16,259
General Government Unrestricted	\$2,334,595	\$2,397,629	\$2,397,629	\$2,481,546	\$2,548,548
Veteran's Benefits & Exemptions	\$63,405	\$74,120	\$71,774	\$52,850	\$21,597
Loss of Taxes Veterans, Blind, Surv. Sp	\$55,226	\$15,562	\$15,562	\$31,049	\$31,143
Offsets (Library)	\$35,845	\$36,929	\$44,738	\$44,371	\$48,798
<b>TOTAL</b>	<b>\$11,526,677</b>	<b>\$12,047,044</b>	<b>\$12,314,013</b>	<b>\$12,506,096</b>	<b>\$12,691,764</b>
\$ Change from Prior Year		\$520,367	\$266,969	\$192,083	\$185,668
% Change from Prior Year		4.5%	2.2%	1.6%	1.5%

### Local Receipts:

Revenue from total local receipts (fines, fees, charges) has been increased in the FY23 budget by a total of **\$214,566** to **\$8,993,172** or **6.1%** of total revenues.

In addition to Property Tax (Real Estate and Personal Property) Local Receipts, including Motor Vehicle Excise **\$3,692,283**, Meals Excise **\$234,600**, Penalties and Delinquency Interest Payments **\$330,000**, and Payment In-Lieu-of Taxes **\$36,000**, are a major source of revenue to the Town. These tax revenues total **\$4,542,883**, which reflects an increase of **\$112,142**, or **2.5%** in the FY23 Budget and represents **3.1%** of total revenues. The Town has also estimated Marijuana revenue in the amount of **\$250,000** for FY23.

## EXPENDITURES

In FY22 the Town eliminated five positions, due to an unsuccessful override. Those positions have not been restored in the proposed FY23 operating budget due to the lack of reoccurring revenue to fund the budget. Overtime in some departments has been modestly restored due to the demand for services, for example, Saturday trash pickup by DPW forces. More detailed information on individual budgets can be found in the complete FY23 Budget Book. The following is a listing of highlights contained in the FY23 Budget (not including Water and Sewer Enterprise Funds).

<b>TABLE 7</b>	<b>FY21</b>	<b>FY22 Budgeted</b>	<b>FY23 Proposed</b>	<b>\$ Change</b>	<b>% Change</b>
General Government	\$4,184,749	\$4,946,135	\$5,167,995	\$221,860	4.5%
Public Safety	\$12,228,092	\$13,343,467	\$13,466,276	\$122,809	0.9%
Education	\$61,485,641	\$66,205,558	\$69,437,622	\$3,232,064	4.9%
Vocational Education	\$1,391,511	\$1,764,269	\$1,721,238	\$(43,031)	-2.4%
Public Services	\$12,582,690	\$14,375,666	\$15,345,466	\$969,799	6.7%
Human Services	\$2,883,736	\$3,284,374	\$3,493,791	\$209,417	6.4%
Debt Service	\$14,724,266	\$14,723,230	\$14,487,153	\$(236,077)	-1.6%
Employee Benefits	\$13,523,373	\$15,588,901	\$16,589,145	\$1,000,245	6.4%
Prop/Liability Insurances	\$639,920	\$753,885	\$807,444	\$53,559	7.1%
Other Amounts to be raised	\$840,000	\$840,000	\$840,000	\$-	0.0%
State and County Assessments	\$1,973,328	\$1,983,347	\$2,082,812	\$99,465	5.0%
Capital	\$1,176,415	\$3,801,943	\$3,645,321	\$(156,622)	-4.1%
Chapter 90	\$541,127	\$541,127	\$541,127	\$-	0.0%
OPEB	\$50,000	\$50,000	\$579,275	\$529,275	1058.6%
<b>Total Expenditures</b>	<b>\$128,224,847</b>	<b>\$142,201,901</b>	<b>148,204,665</b>	<b>\$6,002,764</b>	<b>4.2%</b>

### General Government

The proposed FY23 General Government budget is **\$5,167,995**, an increase of **\$221,860** over FY22 and is **3.5%** of the total operating budget. The main driver of the increase in General Government is in the IT Department. The IT budget has increased **\$242,521** over FY22. The justification for the increase is the demand for additional cyber security and administrative support.

We also captured some savings with the reorganization of the Town Administrator's office. Retention, recruitment, consolidation and cost savings were all realized in the reorganization plan. The department has maintained its level of five FTEs. The FY23 salary budget is **\$56,000** less than FY22, with **\$16,000** being diverted to the IT department to fund a part-time administrative position. The bulk of the savings was achieved by merging the Assistant Town Administrator and the Finance Director into one position.

Finally, the Town Clerk's budget was reduced by the cost of one additional election that was requested. If another election is warranted, I recommend using ARPA funds to fund the additional election. I would also recommend creating an internal working group to study the consolidation of polling locations, which could save additional money in FY23.

### Public Safety

The proposed FY23 Public Safety budget is **\$13,466,276**, an increase of **\$122,809** over FY22 and is **9.1%** of the total operating budget. In FY21 the Town did not move forward with the purchase of three new police cruisers because the money was needed to help balance the Town's operating budget. In FY22 the Town appropriated funds for two police cruisers. The FY23 budget restores the annual appropriation of three police cruisers in the Police budget.

### Public Services

The proposed FY23 Public Services budget is **\$15,345,466**, an increase of **\$969,799** over FY22 and is **10.4%** of the total operating budget. We are proposing an increase of **\$65,000** in the Facilities salary line for a new position of Town Plumber. This is an obvious addition because the cost of contract plumbing services exceeds costs for an internal position. The facilities budget has also increased due to expected higher costs of contracted services, for example the custodial contract. We have put in a projected increase of **5-7%** for all Facilities contracts. The electricity line item in the facilities budget has been increased to respond to the demand of the new high school. Solar panels have not been installed on the new middle and high school, anticipated in FY25, which should lower the electrical costs.

The FY23 Public Services budget does not include a full time Tree Warden. The Town would like an opportunity to assess and evaluate the current tree inventory in Town before determining whether this is a part-time or full-time position. The Town is looking to fund a capital item in FY23 that will fund a Town-wide tree inventory. This analysis will help inform the proper funding level of the Forestry budget in FY24.

Finally, we have moved the part-time Youth Coordinator position from the Health Department into the Recreation Department. We have made the position a full-time position and plan to offset the increase in salary and benefits by using program user fees, for example adult education, which has been recently moved under the Recreation Department from the School Department.

### Human Services

The Health Department and the Council on Aging (COA) budgets have positions that will be funded over the next two years with ARPA funding. In the Health Department budget a part-time position is being made full-time to address the ongoing COVID needs of the Town. The COA has added a Social Worker position with the use of ARPA funds. These positions will not be funded after ARPA funds are no longer available.

### Capital Budget

The FY23 Capital Budget contains **\$1,549,953 million** to support capital projects recommended by the Capital Budget Committee. A copy of the Capital Budget will be released once the Capital Budget Committee completes its recommendations for FY23.

### Capital Budget - Roads and Sidewalks

The FY23 Budget contains **\$1,857,772 million** to support the on-going Pavement Management Program which funds roadway reconstruction in Belmont. This amount is in addition to approximately **\$541,127**, which is received annually by the Town from State Chapter 90 Highway Funds. The FY23 Budget contains **\$237,596** to support sidewalk repair. This funding was made available as a result of the successful operating override approved by the voters in 2015.

### Debt Service

The FY23 budget for Debt Service has totals **\$15,605,079**. The table below includes Water and Sewer Enterprise and does not include Free Cash in the Gross Revenue calculation.

<b>TABLE 8</b>	<b>FY 2019 Actual</b>	<b>FY2020 Actual</b>	<b>FY2021 Actual</b>	<b>FY2022 Budgeted</b>	<b>FY2023 Proposed</b>
General Fund	\$831,625	\$1,199,412	\$1,565,918	\$1,458,739	\$1,623,639
Prop 2½ Excluded Debt	\$3,491,000	\$8,762,711	\$13,085,848	\$13,191,991	\$12,863,514
Water	\$693,470	\$604,820	\$925,867	\$404,163	\$302,713
Sewer	\$834,657	\$831,038	\$908,341	\$823,815	\$815,214
Total Debt Service	\$5,850,751	\$11,397,980	\$16,485,973	\$15,878,708	\$15,605,079
Gross Revenues	\$132,645,400	\$142,418,707	\$149,715,129	\$151,979,639	\$157,605,514
Debt Svc. As % of Revenue	4.4%	8.0%	11.0%	10.4%	9.9%

### Pension, Health and Other Insurance

Pension costs are projected to increase by **\$429,966** or **4.5%** based on the latest funding schedule approved by the Belmont Retirement Board and the Public Employee Retirement Administration Commission (PERAC). Property and Liability Insurance and Worker's Compensation premium costs are estimated to increase by a combined **\$35,991** or approximately **6.2%**.

### Other Post Employment Benefit (OPEB)

Other post-employment benefits (OPEB) are the benefits, other than pension distributions, that employees may begin to receive from the Town once they retire. Other post-employment benefits can include life insurance, health insurance, and deferred compensation.

An OPEB Fund is an expendable trust fund, subject to appropriation. The assets of the trust are held solely to meet the current and future liabilities of the governmental unit for group health insurance benefits for retirees and their dependents. The chart below shows the OPEB contributions since Fiscal Year 2019.

<b>TABLE 9</b>	<b>FY2019 Actual</b>	<b>FY2020 Actual</b>	<b>FY2021 Actual</b>	<b>FY2022 Budgeted</b>	<b>FY2023 Proposed</b>
Town	\$572,092	\$552,695	\$50,000	\$50,000	\$579,275
Water	\$37,000	\$10,485	\$6,990	\$7,500	\$7,500
Sewer	\$42,000	\$5,527	\$4,112	\$4,500	\$4,500
<b>Total</b>	<b>\$651,092</b>	<b>\$568,707</b>	<b>\$61,102</b>	<b>\$62,000</b>	<b>\$591,275</b>

### Charges and Assessments

State Charges and Assessments are estimated to increase by **\$99,465** or **5.0%** to **\$2,082,812**. The largest assessment is for the MBTA, which is estimated at **\$1,890,908** for FY21. These State Assessments may change based on FY23 Legislative Budget proposals. The FY23 Vocational High School assessment is estimated at **\$1,721,238**, which reflects a **\$43,031** decrease of **2.4%**. Town Meeting voted at the 2019 Special Town Meeting to not rescind withdrawal in the district. The estimate in the budget could be altered by the time the budget is approved in the spring.

### Additional Comments

#### Enterprise Funds: Water/Sewer & Stormwater

The FY23 Enterprise budget is in the process of being finalized. Currently, the budget is in draft form. The MWRA Assessment has been received for FY23, which is a decrease from FY22. Rates for Water and Sewer will be determined in March once costs are finalized. A draft Water/Sewer & Stormwater budget can be found in the FY23 Budget Book.

#### Reserve Balances

The current reserve (as of June 30, 2021) ratio is 11.7% of the general fund revenue, not including the Water and Sewer Enterprise Fund. The table below reflects the current balances of the Towns reserves, including Free Cash. The reserve percentage could change if additional reserves are used over and above the proposed Town Administrator's operating budget expenditures.

TABLE 10	General Stabilization	Capital Endowment	Free Cash Target	Kendall Fund	Ash Landfill Stabilization	TOTAL
<b>Balance</b>	\$1,889,779	\$4,900,000	\$4,203,564	\$2,155,388	\$2,882,633	\$16,031,363
<b>% of General Fund Revenue</b>	1.4%	3.6%	3.1%	1.6%	2.1%	11.7%

**Revolving Funds** are typically funds that are authorized by Town Meeting for programs or services with expenses that (1) fluctuate with demand, and (2) can be matched against fees, charges or other revenue collected during the year. The chart below lists the Town's Revolving Funds and revenue and expenses to date.

TABLE 11	Fund Spending Limits	Beginning Balance 6/30/2021	FY22 Receipts	FY22 Expenditures	FY22 Balance
Senior Programs (2152010*)	\$150,000	\$74,113	\$19,429	\$26,901	\$66,641
Art Gallery (2152012*)	\$15,000	\$4,732		\$360	\$4,372
Rock Meadow Maint (2152113*)	\$11,000	\$6,347		\$999	\$5,349
Copying/Lost Books (2152013*)	\$15,000	\$3,489	\$2,716	\$4,406	\$1,799
Stormwater Improvements (2159527*)	\$100,000	\$13,500			\$13,500
MLK Day Breakfast (2152017*)	\$5,000	\$-			\$-
Non-School Property Maintenance (2158456*)	\$60,000	\$15,802	\$28,198	\$23,353	\$20,647
Stormwater Consulting (2159526*)	\$50,000	\$109			\$109
<b>Total</b>	\$406,000	\$118,091	\$50,343	\$56,019	\$112,417

#### Grant and State Appropriations

State grants and appropriations are not part of the operating budget, and are one time funding sources for specific items/projects. These funds **are not** estimated when calculating revenues for the upcoming Fiscal Year. The grants could reduce the reliance on operating funds which will then flow to Free Cash, for example Community Compact Grants. The Table below shows the listing of grants the Town has received in Fiscal Year 2021 and 2022 (to date).

<b>TABLE 12</b>	<b>FY21</b>	<b>FY22</b>	<b>TOTAL</b>
911 EMD Grant		\$12,302	\$12,301
911 Support & Incent Grant	\$85,259	\$11,005	\$96,265
Early Voting Grant	\$26,495		\$26,495
EEOA COA Revenue	\$67,696		\$67,696
Fire Safety Grant	\$14,999		\$14,999
Municipal Vulnerability Plan		\$195,000	\$195,000
DCR Grant-Rock Meadow		\$60,000	\$60,000
Emergency BEMA Grant		\$6,500	\$6,500
MAPC Grant (COA Taxi)	\$3,940	\$3,940	\$7,880
Recycling Grant	\$19,800		\$19,800
State Safe Grant	\$2,680	\$5,281	\$7,961
State Elections Extended Hours	\$8,751		\$8,751
State Aid to Library	\$42,429	\$23,785	\$66,214
State Election Dropbox Grant	\$1,000		\$1,000
State Hazard Mat	\$15,930	\$15,127	\$31,057
Community Compact IT Grant	\$42,000		\$42,000
State Appropriation. Tree/IT	\$109,693		\$109,693
State Housing Grant		\$2,500	\$2,500
Community Compact CIP Grant		\$30,000	\$30,000
Community Compact Fin. Mgt.		\$25,000	\$25,000
State ARPA (Library, Rink, Affordable Housing)		\$1,100,000	\$1,100,000
<b>TOTAL</b>	<b>\$440,672</b>	<b>\$1,490,440</b>	<b>\$1,931,111</b>

Six out of Seven Town Union contracts expired June 2020. Negotiations have continued.

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

The Town Administrator's Office looks forward to working with the Select Board, School Committee, Warrant Committee and Capital Budget Committee in the months ahead as we finalize the Budget for Town Meeting approval in June. We welcome any suggestions, comments or feedback from Town Meeting members or citizens concerning the FY23 Budget. Individuals can e-mail comments to [selectboard@belmont-ma.gov](mailto:selectboard@belmont-ma.gov).

Regards,

Patrice Garvin  
Town Administrator

*\*Note: In the tables above a rounding calculation may exist that offsets totals by \$1.00.*



# Town Of Belmont

Office of the Select Board  
and Town Administrator

## FY23 BUDGET SCHEDULE

<b>KEY DATES:</b>	<b>EVENT:</b>
August 19, 2021	Free Cash Certified by Department of Revenue
September 30, 2021	Assistant Town Administrator Briefing on FY23 Budget Detailed Capital Budget Requests
October 13, 2021	Town Administrator Briefing on FY23 Budget operating budget guidelines with Department Heads, Distribution of budget materials to Departments, including Personnel Analysis Sheets, Statutory Analysis Sheets, Budget Narrative, Revenue Analysis Sheets, Performance Measures
November 12, 2021	FY23 Salary, Non-Salary Operating Budget, Budget Narratives, and Detailed Capital Budget Requests Due to Town Administrator's Office by Departments
November 22 - 24, 2021	Formal department presentations to the Town Administrator, including Personnel Analysis Sheets, Statutory Analysis Sheets, Budget Narrative, Revenue Analysis Sheets, Performance Measures, and Capital Budget Requests
November 29, 2021 (estimated)	FY23 Tax Rate recommendation by Board of Assessors and vote by the Select Board
December 6 or 13, 2021	Public meetings by Select Board on Department budget requests
January 5, 2022	Public Input Meeting FY23 Budget
January 24, 2022	Submission of proposed FY23 Operating Budget to the Select Board, Select Board transmits FY23 Budget to the Warrant Committee. Joint Meeting with the School Committee and Select Board to review Town and School Budget Proposals
January 24, 2022	Joint Meeting of Select Board, School Committee, Warrant Committee, and Capital Budget Committee to present budget overview

Updated 08/23/2021

January 26, 2022	Governor's Budget Announced – Initial Local Aid Estimates Provided
February, 2022	Minuteman Regional School District Votes for FY23 Budget
February 3 – April 21, 2022	Capital Committee reviews Capital Budget and prepares report to ATM
February 16, 2022	Possible budget revisions based on the Select Board's public meetings and review of all general government budget requests. Transmit the Approved Town Operating Budget, as amended, to the Warrant Committee as voted by the Select Board
April 5, 2022	Annual Town Election
May 2, 2022	Annual Town Meeting – Non-Financial Articles
June 6, 2022	Annual Town Meeting – Budgetary Articles

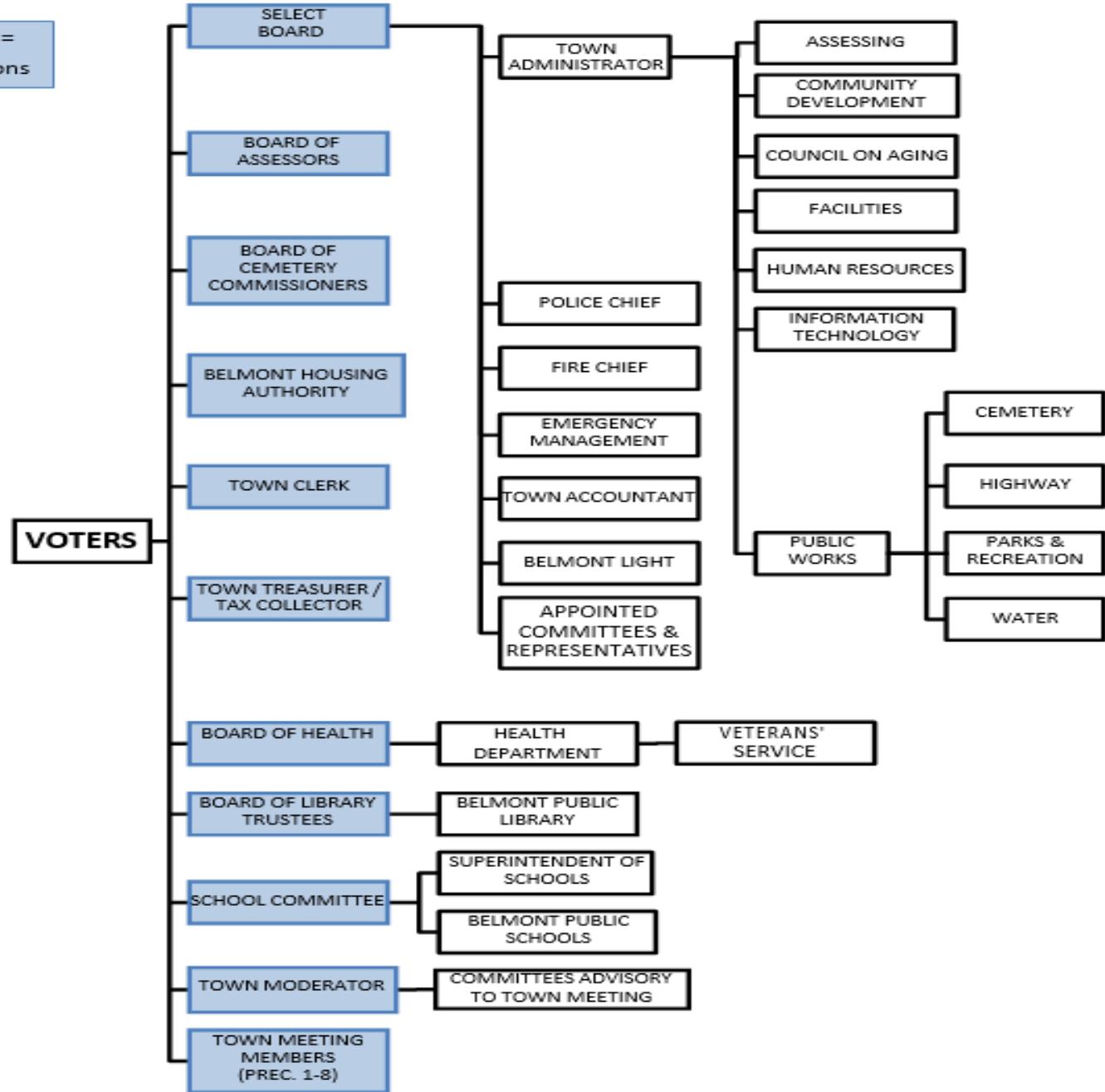
## **SUMMARY OF PROJECTED REVENUES AND EXPENDITURES**

<b>Revenues</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY23 TA</b>	<b>\$ Change</b>	<b>% Change</b>
Property Tax Levy	107,467,673	111,402,074	114,630,174	3,228,100	2.9%
State Aid	12,218,592	12,435,398	12,642,966	207,568	1.7%
Local Receipts	7,940,426	8,778,606	8,993,172	214,566	2.4%
Other Available Funds	3,874,127	2,406,320	2,459,127	52,807	2.2%
				0	
Free Cash	3,842,667	2,050,000	2,000,000	-50,000	-2.4%
ARPA	-	-	3,000,000	3,000,000	#DIV/0!
Additional One-time Funds	-	5,129,503	4,479,225	-650,278	-12.7%
<b>Subtotal</b>	<b>3,842,667</b>	<b>7,179,503</b>	<b>9,479,225</b>	<b>2,299,722</b>	<b>32.0%</b>
<b>Total Revenues</b>	<b>135,343,485</b>	<b>142,201,901</b>	<b>148,204,665</b>	<b>6,002,764</b>	<b>4.2%</b>

<b>Expenditures</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY23 TA</b>	<b>\$ Change</b>	<b>% Change</b>
General Government	4,184,749	4,946,135	5,167,995	221,860	4.5%
Public Safety	12,228,092	13,343,467	13,466,276	122,809	0.9%
Education	61,485,641	66,205,558	69,437,622	3,232,064	4.9%
Regional Assessment	1,391,511	1,764,269	1,721,238	-43,031	-2.4%
Public Services	12,582,690	14,375,666	15,345,466	969,799	6.7%
Human Services	2,883,736	3,284,374	3,493,791	209,417	6.4%
Debt Service	14,724,266	14,723,230	14,487,153	-236,077	-1.6%
Employee Benefits	13,523,373	15,588,901	16,589,145	1,000,245	6.4%
Prop/Liability Insurances	639,920	753,885	807,444	53,559	7.1%
Other Amounts to be Raised	840,000	840,000	840,000	0	0.0%
State and County Assessments	1,973,328	1,983,347	2,082,812	99,465	5.0%
Capital	1,176,415	3,801,943	3,645,321	-156,622	-4.1%
Chapter 90	541,127	541,127	541,127	0	0.0%
Free Cash for General Operations, Reserves, OPEB	50,000	50,000	579,275	529,275	1058.6%
Available Funds - Capital	-	-	-	0	#DIV/0!
Available Funds - Other Articles	-	-	-	0	#DIV/0!
<b>Total Expenditures</b>	<b>128,224,847</b>	<b>142,201,901</b>	<b>148,204,665</b>	<b>6,002,764</b>	<b>4.2%</b>

### Town of Belmont Organizational Chart

Legend:  
 Shaded boxes =  
 Elected Positions





### GLOSSARY OF KEY TERMS

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

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

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

**Adopted Budget** - The resulting budget approved by Town Meeting.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Excess Levy Capacity** - The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Select Board must be



informed of excess levying capacity and evidence of their acknowledgement must be submitted to DOR when setting the tax rate.

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

**FY20 Actual** - FY20 actual numbers provided by departments based on the departments' internal tracking methods.

**FY21 Budget** - Numbers stated in the FY21 budget document as the FY21 proposed figure for the performance measure. An "n/a" indicates a new measure or one previously not budgeted.

**FY21 Projected** - Estimate of what will be achieved in FY21 based on year-to-date performance.

**FY22 Budget** - Estimated FY22 performance set by the departments.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

**Revenue** - Additions to the Town's financial assets (such as taxes and grants) which do not in themselves increase the Town's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.

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

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

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

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

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

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

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

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

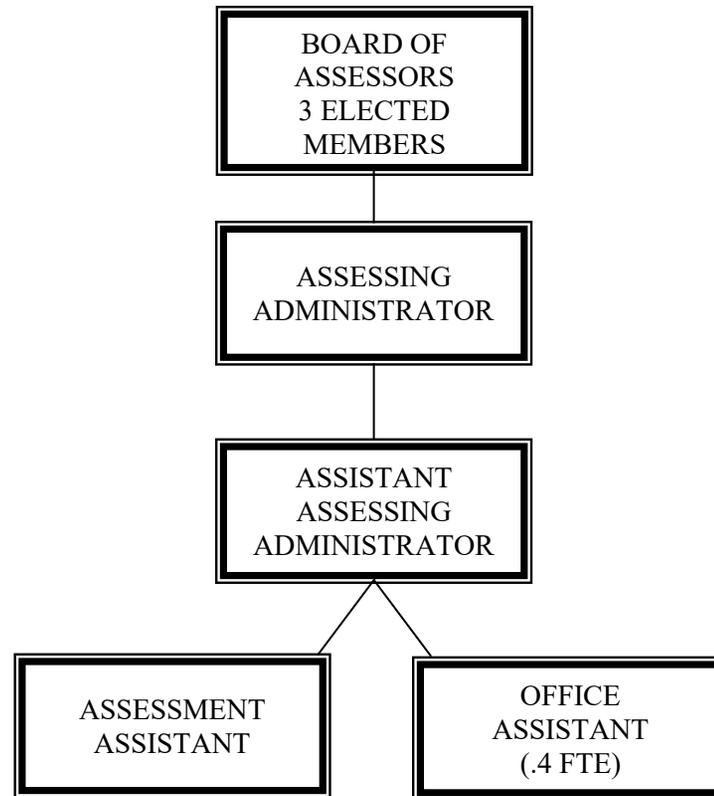
1) residential real property, 2) open space land, and 3) all other (commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property.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

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

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

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

## BOARD OF ASSESSORS



Town of Belmont - Town Administrator's Fiscal Year 2022 Budget Recommendation

Personnel Detail

Position Classification	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FTE FY2021	FTE FY2022	FY22 SAL	FTE FY2023	DEPT. REQ. SAL	FTE FY2023	TA RECOMMENDED SAL
<b>Assessors</b>													
Assessing Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 113,068	1.0	\$ 113,069	1.0	\$ 113,069
Assistant Assessing Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 84,773	1.0	\$ 84,773	1.0	\$ 84,773
Part-time Office Assistant	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 13,264	0.4	\$ 13,264	0.4	\$ 13,264
Part-time Office Assistant	0.2	0.2	0.2	0.2	0.2	0.2	-	-	\$ -	-	\$ -	-	\$ -
Assessment Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,802	1.0	\$ 76,782	1.0	\$ 76,782
Assessing Board	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 2,196	0.2	\$ 2,196	0.2	\$ 2,196
Assessing Board	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 2,196	0.2	\$ 2,196	0.2	\$ 2,196
Assessing Board	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 3,030	0.2	\$ 3,030	0.2	\$ 3,030
<b>Total</b>	<b>4.2</b>	<b>4.2</b>	<b>4.2</b>	<b>4.2</b>	<b>4.2</b>	<b>4.2</b>	<b>4.0</b>	<b>4.0</b>	<b>\$ 292,329</b>	<b>4.0</b>	<b>295,310</b>	<b>4.0</b>	<b>\$ 281,598</b>
<b>Vacant or changes to position</b>													

Assessors



**BOARD OF ASSESSORS**

**OVERVIEW:**

**Budget Overview:**

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>\$ Change</b>	<b>% Change</b>	<b>FY23 FTE</b>
<b>Total Salaries</b>	\$284,410	\$281,598	(\$2,812)	-0.99%	4.0
<b>Total Expenses</b>	\$136,000	\$142,500	\$6,500	4.78%	
<b>Grand Total</b>	\$420,410	\$424,098	\$3,688	0.88%	

Submitted by: Board of Assessors

**Summary of Program Responsibilities:**

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

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

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

**FY22 Accomplishments:**

- In Fiscal Year 2021 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 2021 were realized. Cyclical inspections were completed as scheduled.
- Completed over 1200 inspections of properties based on cyclical review as well as sales and permit inspections.
- The Board of Assesses acted on Appellate Tax Board Cases as necessary.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

Taxable Property	Count	% of Total	Assessment	% of Tax Base
Single Family	4,534	51.68%	\$6,013,256	1.06%
Condominium	1,785	20.34%	\$1,031,049	0.18%
Two & Three Family	1,529	17.43%	\$1,592,286	0.28%
Apartments	34	0.39%	\$160,068	0.03%
Commercial	190	2.17%	\$360,047,149	63.29%
Industrial	12	0.14%	\$23,818,500	4.19%
Personal Property	449	5.12%	\$83,912,380	14.75%
Misc. Property	241	2.75%	\$92,282,000	16.22%
Total	8,774	100.0%	\$568,856,688	100.00%

### Department Budget:

The Fiscal Year 2022 budget is \$420,410 with listing and valuing appropriating approximately 32.3%, new growth approximately 29.1%, administering abatements and exemptions approximately 25.1%, and excise taxation approximately 13.6% of duties performed. Non-personnel expenses represent 32.3% of the department budget with the revaluation expense as the major expense item.

FY23 Program:	Salaries	Other	Total	% of Total
List & Value	\$90,675	\$45,885	\$136,560	32.2%
New Growth	\$81,945	\$41,468	\$123,413	29.1%
Abatements & Exemptions	\$70,681	\$35,768	\$106,449	25.1%
Excise Taxation	\$38,297	\$19,380	\$57,677	13.6%
<b>Totals:</b>	\$281,598	\$142,500	\$424,098	100.0%



**Staffing and Structure:**

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

<b>Assessors' Staffing Breakdown by Program - FY23</b>		
List and Value	1.10	32.1%
New Growth	1.00	29.2%
Abatements & Exemptions	0.86	25.1%
Excise Taxation	0.47	13.7%
Total FTEs:	3.43	100%



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

**A. List and Value**

1. Goals

- a. To record all transfers of title.
- b. To insure that all valid sales are visited for verification and interior inspection.
- c. To inspect the interior of 50% of all valid sales.
- d. To submit, through mailing, income and expense statement requests to all commercial properties in Town.
- e. To have 40% returned and filed income and expense statement requests from commercial properties in Town.
- f. To visit all new personal property accounts in Town.
- g. To visit, measure, and list 1,000 parcels annually for cyclical review.

2. Program Performance Measures

List & Value Program	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# Sales Visited for Verification	160	160	160	160
% of Sales Inspected	65%	65%	65%	65%
# Transfers of Title	100%	100%	100%	100%
# Sales Questionnaires Mailed to New Owners	450	450	450	450
# Income & Expense Statements Submitted	240	240	240	240
# Existing Properties Inspected	500	500	500	500

3. Description of Function

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



**Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation**

---

Throughout the year the assessing staff researches sales through the Registry of Deeds' online site where we retrieve all real estate transfers that have occurred in the Town of Belmont. These transfers are recorded in the Town's CAMA system and each sale is reviewed for its relevance to the market (validity). All valid sales are visited by the Assessing Administrator who re-measures the improvements and tries to gain access to the structure to insure that the data on the interior is current and accurate. The office also sends sales questionnaires to verify in writing that the sale has taken place, that the sales price recorded is accurate and that the information on the interior is accurate.

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

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

**B. New Growth**

1. Goals

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

2. Program Performance Measures

New Growth	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# 1-3 Families Inspected	1,159	1,159	1,159	1,159
# of Permits Reviewed	450	450	450	450
\$ Per Residential Inspection	\$45	\$45	\$45	\$45
# of Condo Conversions: Multifamily to Units	22 to 48	22 to 48	22 to 48	22 to 48

3. Description of Function



**Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation**

---

The Assessors' Office collects permit information submitted from the Community Development Office. Each property is reviewed, inspected and adjusted according to the permit work performed as of January 1st, and the effect that the update has on market value is evaluated. All changes are processed in the property record of 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	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Abatement Applications Submitted:				
# Residential:	164	164	164	164
# Commercial/Industrial:	4	4	4	4
# Personal Property:	5	5	5	5
# Statutory Exemption:	205	205	205	205

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

3. Description of Function

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



**Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation**

---

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

Any taxpayer who feels that their abatement or exemption has not been handled appropriately, has the right within 90 days to appeal the Board's decision to the Appellate Tax Board. All appeals are handled by the office who reviews the case and, based on the information given, may negotiate with the taxpayer (at the Board's direction) for a settlement. If no settlement can be agreed upon, the Assessing Administrator, along with Town Counsel, presents the case for the Town at the Appellate Tax Board.

**D. Excise Taxation**

1. Goals

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

2. Program Performance Measures

Excise Taxation	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# Bills Processed	21,500	21,500	21,500	21,500
# Abatement Applications Received & Processed	690	700	700	700

- 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.

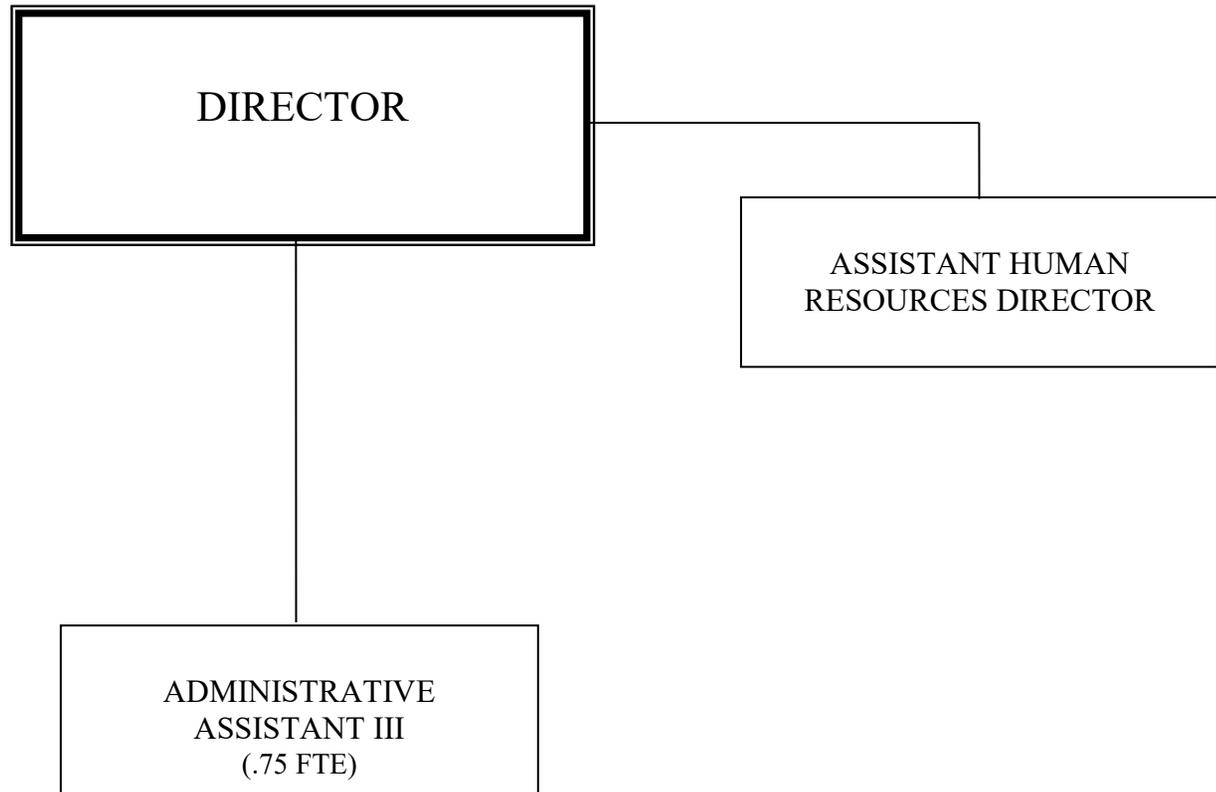
**Opportunities:**

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 2022, 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 2021.

## HUMAN RESOURCES



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22	FTE	FTE	DEPT. REQ.	FTE	TA RECOMMENDED							
	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>SAL</u>	<u>FY2022</u>	<u>FY2023</u>	<u>SAL</u>	<u>FY2023</u>	<u>SAL</u>
<b>Human Resources</b>														
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 111,812	1.0	1.0	\$ 112,243	1.0	\$ 112,243
Assistant Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,000	1.0	1.0	\$ 75,289	1.0	\$ 75,289
H.R. Generalist/Benefits Coordinator (HITF)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ -	-	-	\$ -	-	\$ -
Administrative Assistant III	0.9	0.9	0.9	0.9	0.9	0.9	0.75	0.75	\$ 50,745	0.75	0.75	\$ 50,941	0.75	\$ 50,941
<b>Total</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>	<b>3.75</b>	<b>3.75</b>	<b>\$ 237,558</b>	<b>2.75</b>	<b>2.75</b>	<b>\$ 238,472</b>	<b>2.75</b>	<b>\$ 238,472</b>

Vacant or changes to position



## HUMAN RESOURCES

### OVERVIEW:

#### Budget Overview:

	FY22 Budget	FY23 Budget	\$ Change	% Change	FY23 FTE
<b>Total Salaries</b>	\$254,367	\$238,472	\$(15,895)	-6.2%	2.75
<b>Total Expenses</b>	\$36,200	\$69,700	\$33,500	92.5%	
<b>Grand Total</b>	\$290,567	\$308,172	\$17,605	6.1%	

Submitted by: Shawna Healey, Director

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

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

Employee/Labor Relations: The Human Resources staff is responsible for negotiating the contracts for eight unions (inclusive of the Light Department) 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



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

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 and Massachusetts Interlocal Insurance Association.

In addition to the primary areas above, Human Resources staff also provides informational assistance to residents, committees, 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 for FY2023 has 2.75 FTEs, comprised of a full time H.R. Director, a full time Assistant H.R. Director, and a part-time (30 hours) Administrative Assistant. The vacant, budgeted position for a part time (20 hours) H.R. Generalist/Benefits Coordinator assigned to the daily administration of insurance plans and benefits for all Town and School employees as well as retirees has been eliminated for FY23. The cost of this position was charged to the Town's Health Insurance Trust Fund and for FY23 50% of the Assistant H.R. Director's salary will be paid from the Town's Health Insurance Trust Fund as the Assistant H.R. Director has assumed the Benefits Coordinator responsibilities after the structure of the department was evaluated throughout FY21.

### **Budget:**

The FY23 Human Resources budget is \$288,758 with 20.6% related to benefits administration; 37.0% for employee/labor relations; 12.3% for pay and classification plan matters; and 12.3% for recruitment and retention efforts.

### **Program Performance /Measures:**

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

### **FY22 Accomplishments:**

- Continued to update and implement numerous employment policies specific to COVID-19 as required by the state.
- Continued our formal employee training program utilizing free available resources through Massachusetts Interlocal Insurance Agency.
- Held regular, quarterly meetings of the Town Safety Committee, to discuss training opportunities, workers compensation cases, and grant opportunities.
- Collaborated with the School Human Resources office on a regular basis, streamlining our communication processes and making the benefit process for new school hires more efficient.
- Collaborated extensively with the Belmont Retirement Board office on various issues.
- Collaborated with the payroll office and worked with our software vendor (MUNIS) to complete the extensive filing requirements relative to the Affordable Care Act.
- Collaborated with the Accounting Office to start discussions on MUNIS Self Service, and electronic paystubs.
- Continued negotiations with 6 unions for contract period July 1, 2020 to June 30, 2022.
- Assisted with the appointment of a new Town Accountant.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

- Assisted with the recruitment of a new Assistant Town Administrator/Finance Director.
- Continued to manage the Covid-19 pandemic relative to office closures, reopening plans, vaccine mandates etc.
- Increased enrollment in the 2<sup>nd</sup> year of the Abacus Diabetes Management program.

### 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.

<b>FY23 Department Budget by Function:</b>	<b>Salaries</b>	<b>Other</b>	<b>Total</b>	<b>% of Total</b>
Benefits Administration	\$44,833		\$44,833	18.8%
Employee/Labor Relations	\$109,401		\$109,401	35.5%
Pay & Position Classification	\$33,353		\$33,353	10.8%
Recruitment & Retention	\$33,353		\$33,353	10.8%
<b>Subtotal:</b>	<b>\$238,472</b>	<b>\$-</b>	<b>\$238,472</b>	<b>75.9%</b>
Other Expenditure	\$-	\$69,700	\$69,700	24.1%
<b>TOTAL</b>	<b>\$238,472</b>	<b>\$69,700</b>	<b>\$308,172</b>	<b>100.0%</b>

### STAFFING AND STRUCTURE:

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

<b>FY23</b>	<b>Total</b>	<b>% of Total</b>
Benefits Administration	\$44,833	18.8%
Employee/Labor Relations	\$109,401	35.5%
Pay & Position Classification	\$33,353	10.8%



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

Recruitment & Retention	\$33,353	10.8%
Other	\$69,700	24.1%
<b>Total FTEs:</b>	<b>\$ 308,172</b>	<b>100.0%</b>

### 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	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Number of Employees and Retirees Eligible for Health, Dental and Life Insurance	1,609	1,600	1,600	1,600
Number of Employees Enrolled In Health Insurance		625	590	610
Number of Retirees Enrolled in Health Insurance		700	685	700
Number of Employees Participating in Flexible Spending Plans	197	210	200	210
Number of Workers Compensation Cases for School & Town	29	35	20	35
Number of Unemployment Cases for School and Town*	121	150	50	50

\*a vast majority of FY21 unemployment cases were fraudulent claims. FY22 projection was high due to COVID-9 and the unknowns relative to the April 2021 override vote. Based on current trends FY22 actuals should be decreasing significantly. FY23 budgeted is still high compared to pre FY21 due to unknowns of the budget and staffing.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### *Description of Function:*

Administer the enrollment of approximately 850 eligible employees and 778 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 FY23 will be to conclude negotiations with any of the six (6) unions whose contracts are not settled by their current expiration date of June 30, 2020.
- Settle all contracts at a fair and equitable percentage amount, within the established guidelines for what the Town can afford to pay.
- Resolve grievances and other employee issues quickly, fairly, and consistently.

#### *Program Performance Measures:*

Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Number of Union Contracts Expiring	0	0	0	0
Number of Union Contracts Expired, Not Settled	6	6	2	0
Number of Union Contracts Settled	2	2	6	8

### *Description of Function:*

Under M.G.L. Chapter 150E, public employees are allowed to unionize. As such, the Town of Belmont has eight (8) unions (excluding the School Department). The Human Resources Director serves as the lead negotiator for the Town for the seven Town unions and assists the General Manager with the International Brotherhood of Electrical Workers negotiations. At the direction of the Select Board, Library Trustees and Belmont Municipal Light Board, contracts are negotiated within a consistently applied cost parameter, with exceptions for market rate adjustments or other unique circumstances. With assistance from Staff, the Director conducts informal salary and benefit surveys from our comparable communities to insure that Belmont is competitive, as part of the negotiation process. Town Labor Counsel is assisting with negotiations for three unions, and available for advising with all other contracts which lowers costs to the Town.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### 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	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Number of Town Positions Evaluated	8	30	15	30

#### 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 Select Board.

### RECRUITMENT & RETENTION:

#### Goals:

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

#### Program Performance Measures:

Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Number of External Advertisements	47	5	45	45
Number of Internal Job Postings	5	5	10	5



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

### *Detailed Description:*

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

### **INNOVATION:**

During FY2022 the Human Resources Department continued to fine tune many of its existing processes and implement new ideas. We continued to streamline processes, and continued efforts towards a more “paperless” office, specifically with the school human resources office. We also continued to explore free training and grant opportunities through our partnership with the Massachusetts Interlocal Insurance Agency (M.I.I.A.).

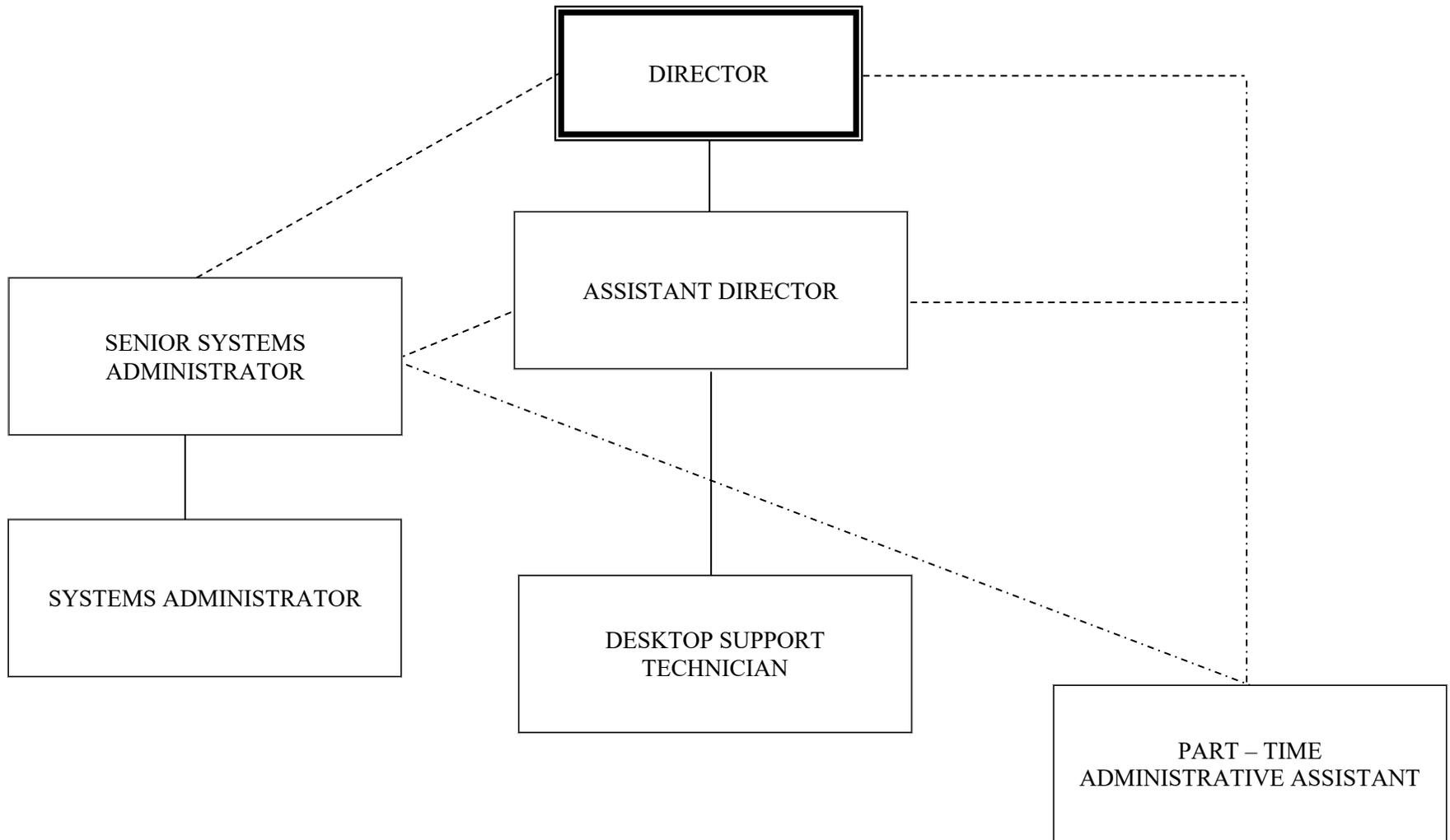
### **OPPORTUNITIES:**

During FY2022, Human Resources continued to collaborate with Departments to assist with various needs and projects. Meetings of the Insurance Advisory Committee were held in order to meet and work together with Town and School Union leadership relative to benefit offerings. We discussed cost saving changes and improvements to Retiree Health Insurance coverage, Dental coverage and Life Insurance coverage. With the department being staffed with a Human Resources Director, Assistant Human Resources Director and a 30 hour Administrative Assistant we were able to assess the needs of our office being understaffed in FY2021 and came to the conclusion the department can function without the Benefits Coordinator/HR Generalist with the Assistant Director taking on all benefits responsibility with help of the Administrative Assistant in regards to processing paperwork. The Benefits Coordinator/HR Generalist position was funded by the Trust and allows the HR Department to recognize savings in the trust balance not paying an employee from the trust. With changes in the structure and personnel the Human Resources Department was able to cut back on the overall budget while increasing funding to be able to provide more robust employee training, update our employee handbook, employee health and wellness opportunities and look to complete a pay and classification study in FY23. In FY23 the Human Resource Department hopes to develop a health and wellness program in collaboration with the Library for employees and work closely with department heads to work on employee engagement and appreciation.

### **CHALLENGES:**

A primary goal and challenge for FY2023 will be to successfully complete negotiations for all union contracts (current contracts expired June 30, 2020). This continues to be a challenge with the failed override. Continued challenges may occur as the COVID-19 pandemic evolves, the Human Resources Department has to be ready to shift with any new legislation from the state or federal government. Staffing will also be challenging as positions become vacant and need to be evaluated based on the state of the Town's overall budget.

# INFORMATION TECHNOLOGY DEPARTMENT



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FTE FY2021	FTE FY2022	FY22 SAL	FTE FY2023	DEPT. REQ. SAL	FTE FY2023
<b>Information Technology</b>												
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 99,955	1.0	\$ 100,339	1.0
Assistant Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 84,260	1.0	\$ 84,584	1.0
Systems Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 78,482	1.0	\$ 78,783	1.0
Senior Systems Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 77,248	1.0	\$ 77,545	1.0
Desktop Support Technician	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 62,000	1.0	\$ 62,238	1.0
Part-Time Administrative Assistant	-	-	-	-	-	-	-	-	\$ -	0.4	\$ 16,704	0.4
<b>Total</b>	<b>5.0</b>	<b>401,945.0</b>	<b>5.4</b>	<b>420,193.0</b>	<b>5.4</b>							
Vacant or changes to position												

Information Technology



**INFORMATION TECHNOLOGY**

**OVERVIEW:**

**Budget Overview:**

FY23 Budget	FY22 Budget	FY23 Budget	\$ Change	% Change	FY23 FTE
<b>Total Salaries</b>	\$399,072	\$420,193	\$21,121	5.3%	<b>5.4</b>
<b>Total Expenses</b>	\$561,100	\$767,500	\$206,400	36.8%	
<b>Total Overlay</b>	\$145,000	\$160,000	\$15,000	10.3%	
<b>Grand Total</b>	\$1,105,172	\$1,347,693	\$242,521	21.9%	

Submitted by: David Petto

The Information Technology Department has five full time employees consisting of: the Director, GIS/DB Administrator, IT Specialist I, IT Specialist II, and Information Support Technician. For FY23 the Department is asking for an additional 0.4 FTE for administrative support.

**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, Enterprise Network Immune System, User Behavioral Analytics, Security Information and Event Management (SIEM), 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, File Storage and Remote Access (Zoom, LogMeIn VPN). Also, to provide training in proper security measures for protection of personal information for residents and staff.

**FY22 Accomplishments:**

- Upgraded to Microsoft Office 2021.
- Continued to provide remote administration for Town Meetings via Zoom Webinar.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

- Provided Zoom administration for Town Committees.
- Replaced 8 Desktop Computers, 4 Laptops, and 3 Printers.
- Maintained Computer Imaging System to latest version of Windows 10.
- Built a web based system for managing Capital Budget items, [The Capital Request Data Collector](#).
- Built a web based form to help residents estimate the adjustment to property taxes with a successful override of \$6.4 million, [The Override Impact Calculator](#).
- Expanded Security Information and Event Management (SIEM) and Intrusion Detection (Neturion) System.
- Expanded Data Auditing & Protection, Identity Management, and User Behavioral Analytics System for increased Cyber attacks.
- Increased Ransomware detection and mitigation for Security Systems.
- Completed implementation of Multi Factor Authentication (MFA) for all Town Staff.
- Upgraded server operation systems (OS).
- Upgraded on premises SQL servers.
- Updated Belmont GIS parcel data to MassGIS standard and submit to state.
- Expanded Patch management system to handle increase in vulnerability software updates.

### **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.

<b>Program</b>	<b>Salaries</b>	<b>Non-Salaried Cost of Services</b>	<b>Total</b>	<b>% of Total</b>
Desktop Services	\$92,442	\$140,052	\$232,494	17.3%
ERP System Admin	\$100,846	\$231,875	\$332,721	24.7%
GIS/DB Admin	\$96,644	\$45,448	\$142,092	10.5%
File Server / Communications	\$109,251	\$463,750	\$573,001	42.5%
Technology Training	\$21,010	\$46,375	\$67,385	5.0%
Totals:	\$420,193	\$927,500	\$1,347,693	100.0%



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

### 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.

<b>Program:</b>	<b>Total</b>	<b>% of Total</b>
Desktop Services	1.2	21.5%
ERP System Admin	1.3	24.3%
GIS/DB Admin	1.1	20.6%
File Server/ Communications	1.4	26.2%
Technology Training	0.4	7.6%
<b>Totals:</b>	<b>5.4</b>	<b>100.0%</b>

### 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:**

	FY21	FY22	FY22	FY23
Desktop Services	Actual	Budget	Estimated	Budget
<b>Performance Measures</b>				
# TechSupport Requests	3,900	4,500	4,000	3,900
# Techsupport Requests Resolved within 5 days	2,956	3,600	3,040	3,003
# Request for Support Recalls	308	383	304	290
% Request for Support Recalls	7.90%	8.51%	7.60%	7.44%

**3. Description:**

The department currently services 264 desktop computers, 62 laptops, 34 Tablets and 45 Smartphones. These are distributed throughout 22 departments and divisions in ten buildings. Also serviced are 92 printers. Servicing involves software installations and updates, virus scans, repairs and replacements. The department maintains and administers approximately 40 departmental specific software applications in addition to Town-wide applications such as Microsoft Office, Adobe Acrobat, LastPass, MUNIS, Zoom, LogMeIn, etc. The FY22 support request level is consistent with increased security updates and 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:**



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

### 1. Goals:

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

### 2. Program Performance Measures:

ERP System Services	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
<b>Performance Measures</b>				
System Up-Time %	97.50%	98.00%	98.00%	98.00%
# of Updates	2,250	1,500	1,680	1,500

### 3. Description:

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

### GIS & DATABASE ADMINISTRATION:

#### 1. Goals:

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

#### 2. Program Performance Measures:



**Town of Belmont - Town Administration’s Fiscal Year 2023 Budget Recommendation**

GIS/Database Administration	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
<b>Performance Measures</b>				
# Dept Using GIS	18	18	18	18
Database Up-time %	99.0%	99.0%	99.0%	99.0%
# of Updates/Features	1,650	1800	1790	1,700
# of Maps & Geodatabases	245	260	242	240

**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	FY21	FY22	FY22	FY23



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

	Actual	Budget	Estimated	Budget
<b>Performance Measures</b>				
File System Up-time Percentage.	98.0%	99.0%	99.0%	99.0%
Email System Up-time Percentage.	98.0%	98.0%	98.0%	98.0%
# of Upgrades	420	600	650	600

### 3. Description:

The Town server infrastructure currently contains 40 servers (35-Virtual, 5 Physical). Maintenance involves monthly updates, configuration modifications, virus scans, log file analysis, and performance monitoring. Also included in this function is the Storage Network which allows critical data replication of Town data in two locations for redundancy purposes. Data backup to Cloud storage is performed four times a day to ensure no loss of data for any reason. The Town utilizes Microsoft Office 365 in the 'Cloud' for email. There are currently over 185 mailboxes which are constantly scanned for viruses and SPAM. We have an on premise email archiving system (Barracuda) which provides eDiscovery capability. In addition, there are several layers of security that are constantly monitored. These include, a Security Information and Event Management (SIEM) system, Account Behavioral Analytics System, Email Filtering System, Enterprise Network Immune System which utilizes Artificial Intelligence (AI), Anti-Virus System, and Intrusion Detection.

### TECHNICAL TRAINING:

#### 1. Goal:

- To Increase Technical Proficiency of Staff.

#### 2. Program Performance Measures:

Technical Training	FY21	FY22	FY22	FY23
<b>Performance Measures</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
# Training Classes/Events	60	100	50	75
# Users Trained	220	300	200	220



# Online Trained Users	220	300	200	220
------------------------	-----	-----	-----	-----

### 3. Description:

The IT Department conducts training classes when possible to assist other Town departments to properly utilize technology to reduce costs. These classes include GIS, ERP, Email, Security, and Policy training. As systems are changed or added, 'one on one' training is performed as much as possible. We also have online training available on a request basis with 10 licensed seats through LinkedIn Learning. In addition, we are using Computer Based Training (CBT) for security awareness through KnowB4. In response to the COVID 19 pandemic Remote Access/Management as well as Remote Meeting Systems have been added. Training in the use of these systems is also provided.

### **SUMMARY:**

#### **Innovation and Initiatives:**

The number of Cyber Attacks to networks continues to increase.

In response to this, software companies have increased the number of vulnerability patches to systems.

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

The volume of Ransomware and other Cyber Attacks is overwhelming department resources. The time has come to implement additional Managed Services to our Cyber Strategy. We will need to automate our email scanning with AI systems as this is a constant threat to our network security.

#### **Opportunities:**

Major goals for FY2022:

- Add Managed Threat Response to security systems.
- Add AI to email scanning and threat mitigation.
- Maintain network and system security despite the continuing rise in CyberAttacks.
- Enhance our cybersecurity posture by fine tuning security systems and implementing 'best practices'.
- Increase Security Awareness training.
- Increase technology training for the staff.

#### **Challenges:**



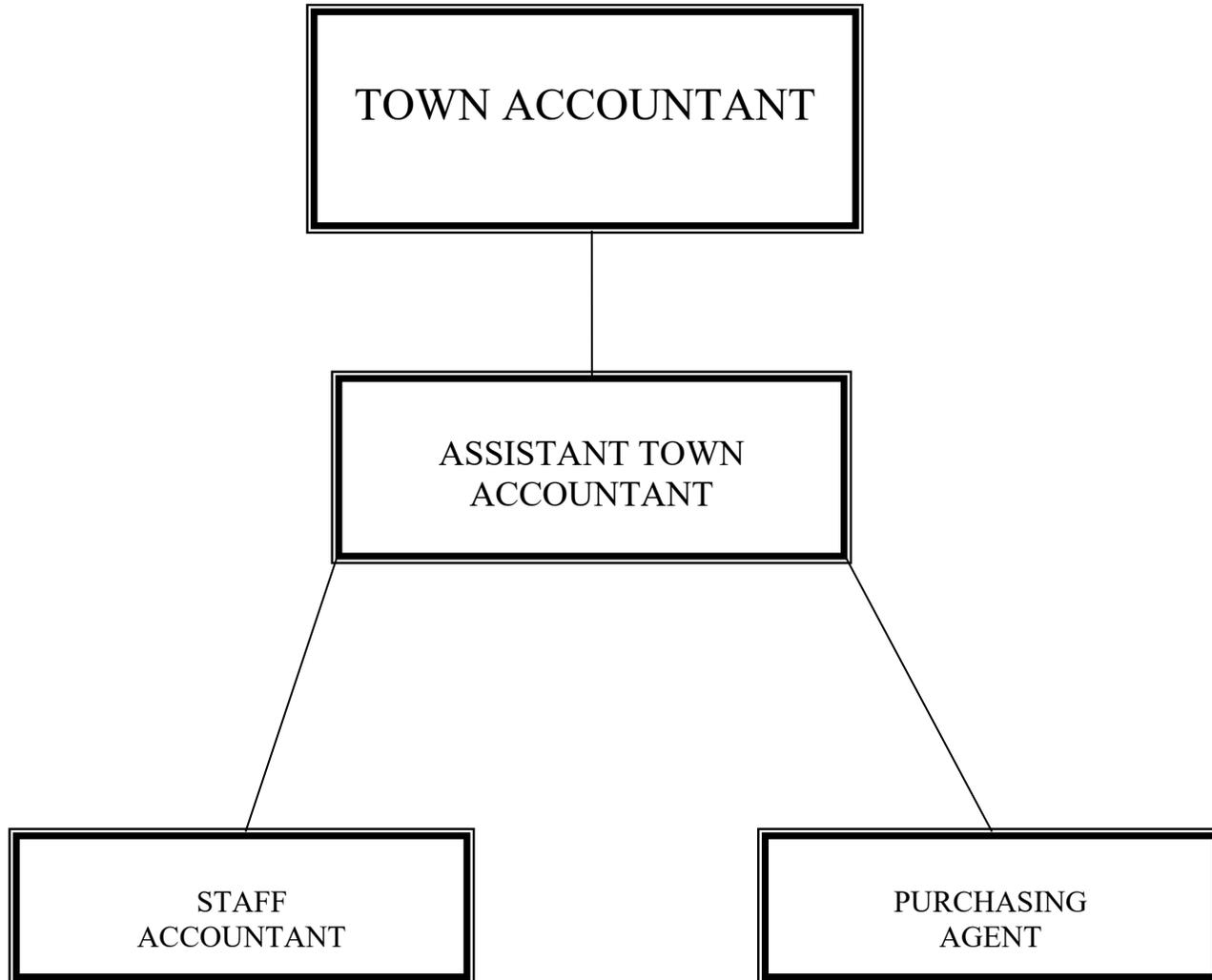
We are faced with several challenges some of which are:

- Funding for Security System upgrades and additions.
- The testing and deployment of Microsoft updates.
- The testing and deployment of security updates to our several systems.
- The loss of to staff members and the time to replace and train new personnel.
- The lack of an administrative assistant to handle the non-technical tasks which removes the department staff from their respective technical duties.

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

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

## Town Accountant Office



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA							
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	RECOMMENDED SAL
<b>Town Accountant</b>													
Town Accountant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 117,553	1.0	\$ 117,553	1.0	\$ 117,553
Assistant Town Accountant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,972	1.0	\$ 100,068	1.0	\$ 100,068
Purchasing Agent	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,192	1.0	\$ 80,308	1.0	\$ 80,308
Staff Accountant	-	-	-	-	-	-	-	-	\$ -	1.0	\$ 60,231	1.0	\$ 60,231
AP Specialist	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	\$ 23,985	-	-	-	\$ -
<b>Total</b>	<b>3.6</b>	<b>\$ 305,703</b>	<b>4.0</b>	<b>\$ 358,160</b>	<b>4.0</b>	<b>\$ 358,160</b>							

Vacant or changes to position

\*Staff accounting position changed to Purchasing Agent

\*AP Specialist position expanded to Staff Accountant

Town Accountant



## TOWN ACCOUNTANT

### OVERVIEW:

#### Budget Overview:

	FY22 Budget	FY23 Budget	\$ Change	% Change	FY23 FTE
<b>Total Salaries</b>	\$305,703	\$358,160	\$52,457	17.2%	4
<b>Total Expenses</b>	\$106,200	\$86,300	(\$19,900)	-18.7%	
<b>Grand Total</b>	\$411,903	\$444,460	\$32,557	7.9%	

Submitted by: Glen Castro

#### Summary of Program Responsibilities:

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

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

#### The Accounting Department has four primary responsibilities:

##### Accounting:

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

##### Auditing:

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

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

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



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

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

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

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

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

### **FY21 Accomplishments:**

- Closed the books in MUNIS on August 5, 2021 earliest ever done.
- Submitted Consolidated Balance Sheets and all related documents to DOR in GATEWAY for Free Cash Certification on 8/10/21.
- Audit field work completed and financial statements presented to Permanent Audit Committee on January 5, 2022. Audit financials issued by February 11, 2022
- Implemented AP workflow allowing Department heads to approve invoices within Munis, reducing paper and time.
- Implemented Tyler Content Manager – document storage program allowing all invoice and documentation to be attached within Munis. The program will benefit other departments as well.
- Implemented Tyler Contract Manager – to house and manage contract in central location, with Munis.
- Coordinated meetings with Assessor, Treasurer, Town Administrator and Town Clerk to enter and submit RECAP information TO DOR. RECAP certified 12/10/21 by DOR.
- Coordinated meetings with HR, School, Retirement System and Treasurer for data collection for OPEB Actuarial Study as of 06/30/21.
- Assistant Town Accountant continuing to work with BMHS and DPW/PD Building committees.
- Accounts Payable Clerk completed and mailed 1099 forms to eligible 2020 vendors on 1/21/2021.
- Decentralized refund check processing.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### DEPARTMENT BUDGET:

The "Other cost" component varies by function. Costs have been allocated between the Audit and Accounting functions and include costs for Audit and Actuarial expenses related to implementation of GASB #74 & # 75 and OPEB studies conducted as of 6/30/17 and for budget scenarios. Expenses are estimated for implementation of GASB 74 & 75 for the Town's FY22 and the Light's 2022 financial statements and the roll forwards of the studies for 6/30/22 Other expenses include dues and conferences to obtain certification and maintain continuing education. *The Accounts Payable/Other* function covers office supplies, forms, other expenses and mileage reimbursements for departments other than accounting.

<b>FY23</b>	<b>Salaries</b>	<b>Other</b>	<b>TOTAL</b>	<b>% of Total</b>
Accounting	\$75,214	\$18,123	\$93,337	21.0%
Auditing	\$64,469	\$15,534	\$80,003	18.0%
Budget/Reporting	\$46,561	\$11,219	\$57,780	13.0%
Accounts Payable & Purchasing	\$161,172	\$38,835	\$200,007	45.0%
OPEB,GASB reports & Other	\$10,745	\$2,589	\$13,334	3.0%
<b>TOTAL</b>	\$358,160	\$86,300	\$444,460	100.0%

### STAFFING AND STRUCTURE:

The proposed restructuring of the accounting department allows the department to be proactive in reviewing town financials, provide a mechanism to look into cost savings measures and increase efficiency.

In FY23 budget, "Management" consists of the Town Accountant. The "Other Professional Staff" category comprises the Assistant Town Accountant and Accounting Assistant. Proposed changes are to remove the staff accounting position and add a purchasing agent to facilities to manage contracts and look for cost savings. The AP specialist position would be expanded to the role of Accounting Assistant.



### 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 (G.L c. 44, § 43)***

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

#### ***Goals:***

- Submit Balance Sheets with DOR by August 19, 2022.
- Free Cash Certification by September 1, 2022.
- Work with auditors to complete audit fieldwork and to present audit drafts to the Permanent Audit Committee by January 15, 2023.
- Submit data to DOR for RECAP certification by December 1, 2022
- Review and monitor all operating, trusts, revolving and grant funds on a monthly basis during the year and prepare quarterly report to the Select Board, Warrant Committee and the Department Managers.
- Identify key accounts to monitor and reconcile monthly

#### ***AUDITING & REPORTING (G.L c. 44, § 42)***

**Audit.** The Town of Belmont is subject to federal regulations which requires the Audit of federal grants. Communities that go to the bond market to finance issues over \$10 million are required to maintain their books and present their financial statements under the Governmental Accounting Standards Board regulations (GASB). The Accountant Department audits the hours for each weekly payroll and reconciles to the payroll office. The Department conducts periodic audits of the health insurance coverages for accuracy. Accounting completes monthly reconciliation of all property tax, surcharge and utility receivables.

**Reporting.** The Commonwealth of Massachusetts requires annual reporting of all accounts, appropriations, grants, gifts, and trust funds. This office is very involved with preparing the tax recapitulation sheet to set the tax rate. In addition, this office biennially works on the actuarial study to identify the other post-employment benefit liability for the community.

#### Auditing and Reporting Goals.

- Audit Student Activity funds procedures and School Special Revenue general journal entries.
- Review and implement all new GAAP and GASBs



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

### *BUDGETING/REPORTING (G.L. c. 41, § 59)*

#### *Goals:*

- Post FY23 Approved Detail Budgets to MUNIS by July 1, 2022.
- To provide assistance in preparation of the Annual Budget by setting up general ledger accounts, providing timely reports to departments and answering departmental questions.
- To track and monitor department spending reports for all operating, special revenue and major capital projects.

#### Detailed Description:

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

### *ACCOUNTS PAYABLE (G.L. c. 41, § 56)*

#### *Goals:*

- Train new staff members on entering invoices and guide new department managers and staff to prepare and review their budget items in MUNIS.
- To pay bills received by the department in an efficient and timely manner



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### Performance Measures:

<b>Accounts Payable / Procurement Oversight</b>	<b>FY21 Actual</b>	<b>FY22 Budget</b>	<b>FY22 Estimated</b>	<b>FY23 Budget</b>
No. of Vendors added or changed per year	700	750	750	750
No. of Town Invoices processed within 30 days	16,000	16,000	16,000	16,000
No. of Invoices from School / Light Departments reviewed for payment within 30 days	10,100	10,000	10,000	10,000
No. of contracts& change orders reviewed	105	110	130	120

### Detailed Description:

Some examples of Accounts Payable include the following:

- Bills are paid weekly by this office for Town, School and Light departments and for all Capital and Construction projects.
- There has been a considerable increase in the review of contracts, amendments and number of invoices processed due to the School Building & Police and DPW Buildings construction projects.
- Vendors are added as needed.
- 1099's issued annually to vendors.
- Processing voids.
- Researching undeliverable checks.

### **REPORTING & OTHER:**

#### Goals:

- Work with Light Department and Treasurer's office to automate payroll.
- Provide financial report training and support for department heads.
- Complete Form 1099s filed with IRS by January 30, 2022.

#### 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.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

- Public Records Requests will be attended within ten days and be in compliance with Public Records Request Laws.
- Attendance to Mass. Municipal Accountants and Auditors Association (MMAAA) Spring conference in Amherst, MA. to maintain certification and continuing education.
- Town Accountant attends conferences offered by Public Employee Retirement Administration Commission (PERAC) and GFOA webinars, MCPPO, MACRS, TEDS and MMA programs as applicable and if time permits.

### **OPPORTUNITIES AND CHALLENGES:**

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

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

### **Accounting**

- Soft close in Munis monthly
- Identify key accounts to be reconciled monthly and provide fund balances to department heads monthly or as requested.

### **Auditing**

- Assess, implement and update Town's Internal Control Procedures per our auditor's FY19 management letter recommendations and per the latest Office of Management and Budget (OMB) administrative and audit requirements for Federal grant awards.
- Implement payroll vacation accruals with Human Resources.

### **Accounts Payable:**

- Continued training in documenting scanning and storage.

### **Reporting:**

- Implement all GASBs as applicable for Town and School accounting and reporting requirements in the FY1 Town's audited financials and for BMLD's 2021 audited financial statements.
- Implement GASBS Fiduciaries (#84); Leases (#87); Debt (88) and Interest Capitalization (#89) in a timely manner.

### **Other:**



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

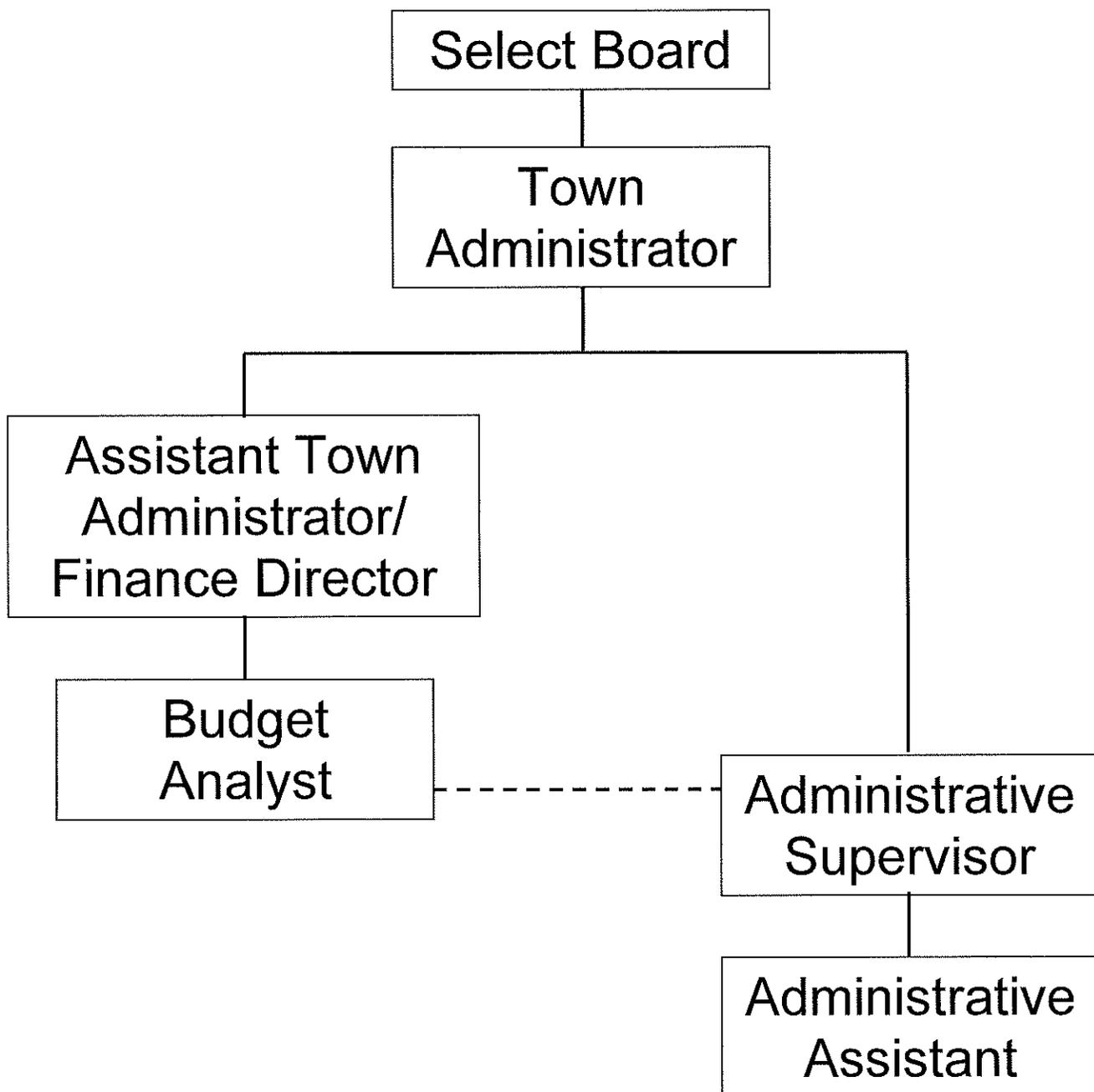
---

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

*Challenges* involved in executing the above listed opportunities are:

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

## Town Administrator Office Reorganization



## Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

## Personnel Detail

<b>Position Classification</b>	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FTE FY2021	FTE FY2022	FY22 SAL	FTE FY2023	DEPT. REQ. SAL 2023	FTE FY2023	TARECOMMENDED SAL
<b>Town Administration / Select Board</b>													
Town Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 194,101	1.0	\$ 194,101	1.0	\$ 194,101
Assistant Town Administrator/ Finance Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 160,615	1.0	\$ 160,615	1.0	\$ 160,615
Budget Analyst	1.0	1.0	1.0	1.0	1.0	-	-	1.0	\$ 80,308	1.0	\$ 80,308	1.0	\$ 80,308
Administrative Supervisor	-	-	-	-	-	-	-	1.0	\$ 73,281	1.0	\$ 73,281	1.0	\$ 73,281
Administrative Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	\$ -	-	\$ -	-	\$ -
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,243	1.0	\$ 63,243	1.0	\$ 63,243
Select Board	-	-	-	-	-	-	-	-	\$ 4,500	-	\$ 4,500	-	\$ 4,500
Select Board	-	-	-	-	-	-	-	-	\$ 4,500	-	\$ 4,500	-	\$ 4,500
Select Board (Chair)	-	-	-	-	-	-	-	-	\$ 5,000	-	\$ 5,000	-	\$ 5,000
<b>Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>	<b>5.0</b>	<b>\$ 585,548</b>	<b>5.0</b>	<b>\$ 585,548</b>	<b>5.0</b>	<b>\$ 585,548</b>
Vacant or changes to position													

Town Administration



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### OVERVIEW:

#### Budget Overview:

	FY22 Budget	FY23 Budget	\$ Change	% Change	FY23 FTE
<b>Total Salaries</b>	\$ 645,155	\$ 593,048	\$ (52,107)	-8.1%	5
<b>Total Expenses</b>	\$ 440,186	\$ 440,186	\$ 0	0.0%	
<b>Grand Total</b>	\$ 1,085,341	\$ 1,033,234	\$ (52,107)	-4.8%	

Submitted by:

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

#### ***General Management Services:***

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

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



### ***SELECT BOARD:***

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

### ***LEGAL SERVICES:***

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

### **FY22 ACCOMPLISHMENTS**

- Continued collaboration between the Select Board, School, Warrant and Capital Budget Committees in developing a fiscal 2023 operating and capital budget.
- Continue implementation and monitoring of Green Communities Initiatives to achieve energy consumption reductions.
- Continue the Belmont Middle and High School Building process in accordance with MSBA requirements and timelines.
- Continued implementation of the Recreation Strategic Plan.
- Collaboration with the Transportation Advisory Committee.
- Continued use of the five (5) year financial forecast developed in conjunction with the Financial Task Force II.
- Continue to work with Committee Path Project Committee.
- Transmitted FY23 Balanced Budget
- Continued collaboration with appointed members of the Long Term Capital Planning Committee
- Continue collaboration with Select Board and other town boards concerning bylaws, policies, regulations, and zoning
- Continue discussions on the McLean Hospital Mixed-Use Developments District Senior Living Subdistrict

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



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

<b>FY23 Program:</b>	<b>Salaries</b>	<b>Other</b>	<b>Total</b>	<b>% of Total</b>
General Management	\$356,422	\$264,552	\$620,974	60.10%
Select Board	\$51,595	\$38,296	\$89,891	8.70%
Legal Services	\$180,287	\$133,817	\$314,103	30.40%
VFW Lease Agreement	\$4,744	\$3,521	\$8,266	0.80%
<b>Total:</b>	<b>\$593,048</b>	<b>\$440,186</b>	<b>\$1,033,234</b>	<b>100.00%</b>

The FY23 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/ Finance Director, Budget Director, Administrative Supervisor, and Administrative Assistant. The three members of the Select Board receive a small stipend for their leadership role and service to the community.

### **DEPARTMENT PROGRAMS:**

#### ***GENERAL MANAGEMENT SERVICES***

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

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

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



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

### ***Fiscal & Budgetary Oversight:***

#### *Key Program Tasks:*

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

### ***Communications/Public Information:***

#### *Key Tasks:*

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

### ***Committees/Commissions:***

#### *Program Tasks:*

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

### ***Risk Management:***

#### *Key Tasks:*

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



### ***SELECT BOARD:***

#### *Goals:*

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

#### *Tasks:*

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

#### *Detailed Description:*

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

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

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

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



into operational goals or placed on the legislative warrant for Town Meeting consideration and approval. It is the Select Board that creates the official Warrant for the Town Meeting.

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

### ***VFW LEASE:***

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

### ***LEGAL SERVICES:***

#### *Goals:*

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

#### *Detailed Description:*

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

### ***FISCAL YEAR 2023 GOALS:***

- Continued progress on a new skating rink project working with newly appointed committees.
- Continued implementation of the recommendations contained in the Recreation Strategic Plan.

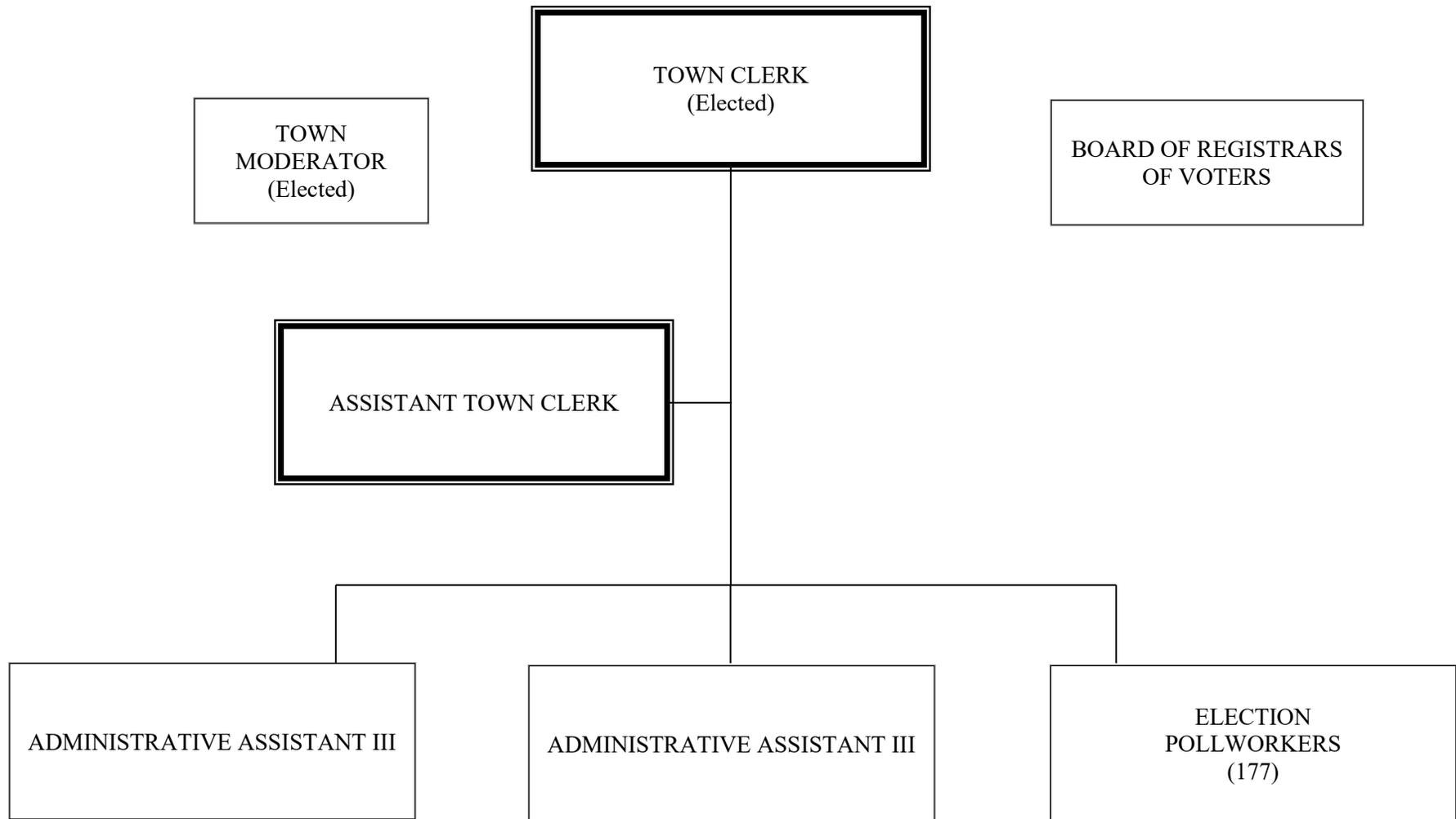


## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

- The Select Board, School, Warrant, and Capital Budget Committees will continue to collaborate on developing a balanced fiscal 2023 operating and capital budget.
- Completion of the Website Committee recommendations.
- Continued working with both Fire and Police Chief to review enrollment in the Civil Service system.
- Continued progress with Community Path Project Committee.
- Continued discussions on the McLean Hospital Mixed-Use Developments District Senior Living Subdistrict.
- Build on the work of the Belmont Business Study Committee by continuing to help facilitate the Economic Development Committee.

# Town Clerk's Office



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

<u>Position Classification</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>FTE</u> <u>FY2021</u>	<u>FTE</u> <u>FY2022</u>	<u>FY22</u> <u>SAL</u>	<u>FTE</u> <u>FY2023</u>	<u>DEPT. REQ.</u> <u>SAL</u>	<u>FTE</u> <u>FY2023</u>	<u>TA RECOMMENDED</u> <u>SAL</u>
<b>Legislative</b>													
Town Meeting Moderator	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	\$ 450	0.1	\$ 450	0.1	\$ 450
<b>Town Clerk</b>													
Town Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 104,466	1.0	\$ 104,466	1.0	\$ 104,466
Administrative Assistant III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 55,249	1.0	\$ 55,249	1.0	\$ 55,249
Administrative Assistant III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 55,525	1.0	\$ 55,525	1.0	\$ 55,525
<b>Elections &amp; Registration</b>													
Assistant Town Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 88,726	1.0	\$ 88,726	1.0	\$ 88,726
Board of Registrars	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	\$ 2,400	0.1	\$ 2,400	0.1	\$ 2,400
Registrars - Elections	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	\$ 700	0.1	\$ 700	0.1	\$ 700
Registrars - Elections	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	\$ 700	0.1	\$ 700	0.1	\$ 700
Registrars - Elections	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	\$ 700	0.1	\$ 700	0.1	\$ 700
<b>Total</b>	<b>4.5</b>	<b>308,916</b>	<b>5</b>	<b>308,916</b>	<b>4.5</b>	<b>308,916</b>							
Vacant or changes to position													

Town Clerk's Office



## TOWN CLERK

### OVERVIEW:

#### Budget Overview:

	FY22 Budget	FY23 Budget	\$ Change	% Change	FY23 FTE
<b>Total Salaries</b>	\$365,007	\$393,836	\$28,829	7.9%	4.5
<b>Total Expenses</b>	\$109,565	\$129,372	\$19,807	18.1%	
<b>Grand Total</b>	\$474,572	\$523,208	\$48,636	10.2%	

Submitted by: Ellen O'Brien Cushman

#### **Summary of Program Responsibilities:**

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

The Town Clerk's Office consists of three programs:

- **Town Clerk:** Responsible for creating, registering and maintaining official Town records, including births, deaths, marriages, Town Meeting votes and transcripts, business licenses and business certificates (d/b/a), pet licenses, legal postings of meetings and filings of committees and governmental bodies, and is the point of contact for Town residents, legal entities and local, State and Federal agencies. The Town Clerk is also the Town's Public Records Officer, and central point of information for Ethics and the Open Meeting Law and the office serves as the first point of contact for those who don't know who to contact about an issue.
- **Elections & Registrations:** Responsible for elections and management of the Town census of voters and residents in compliance with local, State and federal laws. Work with the Board of Registrars of Voters. Verify residency for inquiring agencies.
- **Legislative:** Responsible for managing Town Meeting, its preparation and operations, with the elected Moderator; submitting votes as required to the Attorney General, Department of Revenue and other State agencies, coordinating all logistics for Town Meeting with the Moderator and Town staff and maintaining contact information for and official communications to Town Meeting Members.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### FY21 -22 Accomplishments To Date:

- *Customer Interactions:* With the Town Hall closed to non-employees from March 2020 to June 1, 2021, our customer interactions shifted entirely to remote means, specifically email, telephone and our online request portals. We offered the administration of oaths and marriage licenses out of doors, regardless of weather and were delighted to welcome many couples that had been turned away by other towns and cities.
- We are always thrilled to report that customer satisfaction, trust, and confidence in our department continue to remain extremely high.

Customer Interactions	2022	2021	% Change	Change
Visitors	5,000	38	13058%	4,962
Emails Sent & Received	60,000	48,000	25%	12,000

- *Staff productivity:* Meeting the many challenges of 2020 required us to step back on several of our other projects and 2021 has been the time to catch up. In addition, our online portals for vital records and public records continue to assist many requesters.
- *Elections and Early Voting:* Last year's budget narrative provided a summary of the full 2020 election cycle so no reiteration is required. Recruiting, training and deploying election workers continues to be a challenge as many of our seasoned workers have never returned from their COVID retirements. The Annual Town Election of 2021 included several contested Town-wide offices and a Proposition 2 ½ debt exclusion, meaning increased activities for campaign finance, nomination papers. The State legislature has added In-Person Early Voting periods for all State Elections (one week for Primaries and two weeks for General Elections, one week for local election) This mandate has caused a large increase in election spending; there is a significant reimbursement because Early Voting is considered an unfunded State mandate.
- *Reprecincting:* In October of 2021, we received our 2020 federal census block data indicating that Belmont's population has increased approximately 10% over the ten-year period, and that growth is unevenly dispersed. Belmont will retain eight precincts and must redraw the precinct lines to balance both the population and the representation. We prepared a new draft precincts map; distributed a summary and the proposed map to the public; held a public meeting to receive comments; presented to the Select Board and secured their approval as required by MGL Ch. 54. The plan has been submitted to the State, awaiting approval.
- *Fulfillment of Public Records Requests:* All Town departments are on board and using the NextRequest Public Records system. Since inception in June 2017, 4849 requests have been fulfilled, 27,600 downloads of more than 9900 public documents we have collectively placed into the system. It's been a huge success, still averaging 100 requests per month. More requests are getting very complex, and often require coordination across departments. Each document that is downloaded should be considered a labor savings since many people are finding the document they need online without making a separate/new request.
- *Ethics Training Requirement Coordination:* 2021 was our biennial year to have all employees and members of boards, commissions and committees take the State-mandated Ethics training module online and provide certificates of completion to the Town Clerk. As of November 4, 98% fulfilled the State mandate, a 10% increase compared to 2019.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

- *Community Preservation Act Project to Digitize and Preserve Belmont's Vital Records:* Town Clerk staff continues to proofread each index point to ensure the most accurate data set and add new records of births, deaths and marriages as they are created. During the Work at Home period, the staff continued this important work. We rely heavily on this data system and it allowed us to answer and fulfill requests for vital records, uninterrupted.
- *Community Preservation Act Project to Digitize Town Meeting Transcripts and Annual Reports:* Though the scanning of these reports was completed in 2019 and 2020, we have been delayed in loading the documents into the data records management system. However, we successfully fulfill many research requests for information and votes because of the document accessibility.
- *Town Meeting Actions:* Effective 2020 every Town Meeting Member receives information exclusively by email. In 2020 and 2021 all nine Town Meeting sessions were held by remote access. Three bylaws received the approval of the Attorney General. New Town Meeting Members were provided training to use Zoom and TurningPoint, our electronic voting system and continuing members were offered a refresher training video.
- *New Computer Databases and Indices of Town Records:* The Town Clerk staff members, with IT staff expert assistance have continued to add to and create indices and databases of the Town records utilizing the database system by PeopleGIS, our Town GIS provider and other database software. In 2020 we introduced our online vital records request and payment system just as COVID hit, and more than 1000 requests were processed in FY21. Online business licensing and pet licensing round out our suite of online payment offerings and allowed us to be fully functional during the pandemic.
- *Open Meeting Law:* We continue to work with all committees to identify and collect their missing minutes. Early FY22, we performed a self-audit for minutes of our committee meeting minutes for the three-year period 2019 to 2021. A report will be issued to the Select Board; the report will also contain recommendations.
- *Trained Election Poll Workers.* We have continued to lose some of our seasoned election workers to fear since COVID, however we've been lucky to recruit, train and deploy workers for the elections. At this point, we have 177 qualified, dedicated election workers and will deploy them for both Election Day and the newly mandated In Person Early Voting periods for every election.
- *Residency Verification for School Children.* This activity has been suspended during COVID.

### **FY22 Accomplishments to Date:**

- We continued our efforts on digitizing Town records using our CPA project grant. Some examples of documents we've scanned are Town Meeting Transcripts from 1859 to 2019, Town Annual Reports from 1859 to 2018, Resident Books from 1859 to 2019, Minutes of the Board of Selectmen 1859 to 2019, Cemetery lot cards and lot owner cards, committee meeting minutes. Our efforts to load the documents into a custom database, the same system we used for our vital records scans so that the records are easily usable stalled due to COVID and the demands of Town Meetings and elections in 2020. The data system has been utilized exclusively by the Town Clerk's staff with public access to many records a longer-term goal. Even without the database system, the digitized records have been an enormous assistance in research for Town Counsel and other Town departments and committees.
- The utilities, software and databases we utilize were immensely valuable and saved countless staff labor hours.
  - Next Request has so far handled 993 new fulfilled public records requests in calendar 2021 continuing at an average of 100 per month, with an average response time of 4.4 days; all Town departments participate. Many requests in 2021 are complex, requiring several departments to coordinate the response.
  - Online requests for vital records has been a successful launch, with more than 50 requests a month since July 1<sup>st</sup>.
  - Town Meeting Votes Index now reaches back to 1926 with more than 5500 votes of Town Meeting recorded from the transcripts. The combination of the index and the digitized transcript has allowed us to respond to virtually all requests for votes, discussion points, context.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### Budget:

<b>FY23</b>	<b>Salaries</b>	<b>Pollworkers</b>	<b>Other</b>	<b>Total</b>	<b>% of Total</b>
<b>Elections &amp; Registration</b>	\$103,026	\$67,875	\$77,555	\$248,456	47.5%
<b>Town Clerk</b>	\$216,940		\$23,617	\$240,557	46.0%
<b>Legislative</b>	\$5,995		\$28,200	\$34,195	6.5%
<b>Total</b>	<b>\$325,961</b>	<b>\$67,875</b>	<b>\$129,372</b>	<b>\$523,208</b>	<b>100.0%</b>

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 177 active and qualified election poll workers. The Elections & Registration budget, driven by the number of elections will increase commensurate with the decrease in the number and type of elections budgeted, from 2 in FY22, to 4 in FY23, including carrying expenses for a Special Local should it be required. Due to the mandated in person Early Voting periods, the savings will not be as great as in past years. Legislative and Town Clerk non-personnel budgets are basically flat.

### Staffing and Structure:

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

<b>FY23 Budgeted Salary Expense</b>	<b>Total</b>	<b>% of Total</b>
Elections & Registration*	\$248,456	47.5%
Town Clerk	\$240,557	46.0%
Legislative	\$34,195	6.5%
<b>Total</b>	<b>\$523,208</b>	<b>100.0%</b>

\*Does not include Poll Workers

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

Town Clerk



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

FTE – FY23 - Allocated Effort	Elections & Registration	Town Clerk	Legislative	Total
Management	0.9	0.9	0.2	2
Other (Registrars - Does not include Poll Workers)	0.4	0	0.1	0.5
Clerical	0.75	1.2	0.05	2
<b>Total</b>	<b>2.05</b>	<b>2.1</b>	<b>0.35</b>	<b>4.5</b>

The only additional information one should possess when reviewing the Town Clerk's budget is that there are three elections scheduled in FY23 however we must carry expenses in the event of a special local election, bringing the budgeted total to four, each with mandated In Person Early Voting Periods:

State Primary Election – September 2022

State General Election – November 2022

Annual Town Election – April 2023

Special Local Election (if required)

It must be noted that only two of the staff of the Town Clerk's office qualify for overtime, the Assistant Town Clerk and the Town Clerk do not, even though we will be required to work at least the same number of hours as staff, especially notable during election season and Town Meeting preparation. Many weeks in the 2022-23 Election Season will mean many 80+ hour weeks and full weekend work.



### **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, works with the Moderator and Town Counsel, and properly records 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



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### Program Performance:

Elections & Registration - Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# Census responses received & processed in Central Voter Registry (includes second mailing) - Calendar Year	7,954	8,500	8,000	8,500
# Qualified & trained poll workers	177	210	177	180
# Unofficial Town-wide election results available on website within 2 hours of close of polls & Official Results available within 14 days of election	3	2	3	3
# Absentee Ballots fulfilled (Including Early Voting )	23,864	4000	4000	8575
# Elections in which absentee ballot applications were fulfilled and sent to voter within 24 hours once paper and electronic ballots are available	1	2	2	3
# Voter Registration sessions conducted outside routine office hours at Town Clerk's office including off-site such as Belmont High School and Meet Belmont	0 COVID	0 COVID	0 COVID	0 COVID
# New Voters Registered	1,687	1,200	1,200	1,200

### Detailed Description:

This program/department is responsible for all aspects of voting and running elections, complying with Massachusetts Law 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 responses to the 13,000 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



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### Program Performance:

Town Clerk - Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# Public meetings posted rejected/ requiring intervention to comply with Open Meeting Law (total number of postings average 612 + 221 Minutes)	11	5	11	11
# Vital records returned to the originator for corrections & amendments of total number of vital records recorded	43	50	50	45
# Fee-based requests (not including pet licenses) received in person or by mail and fulfilled within 24 hours* Due to new Election Law requirements, vital record fulfillment have experienced delays in 2020	2,258	2,400	2,400	2,450
# Pet Licenses Issued	2,548	2,700	2,700	2,700
# Emails received and sent by Town Clerk staff (data as provided by Tech Support)	44,000	50,000	45,000	47,000
# Visitors to the Town Clerk's office as recorded by installed door counters. *Depends upon COVID restrictions	38	5,000	5,000	3,500

### 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. 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.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

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 made working at full speed and capacity during COVID a reality.

### **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	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# Town Meeting Members who receive their Town Meeting information by electronic means of the total number of Town Meeting Members	295 of 296	296 of 296	296 of 296	296 of 296
# of Town Meeting articles submitted and approved by the Attorney General	4	4	3	3

#### *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 Moderator, Town Counsel 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:**

The Vital Records Request system that we had launched just as the COVID shutdown occurred has really paid off. Day to day foot traffic for vital records has dropped and now entirely consists of individuals who require the vital records immediately, for Real ID, Passports, Visas, etc. The online ordering/payment portal has allowed us to manage the fulfillment on our schedule, instead of on the customer's schedule. The volume has increased with more than 1050 requests coming through the portal.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

Other ways in which we have taken back some control of our schedule is the scheduling of marriage licenses and Notary Public actions for specified appointments each day instead of drop-in hours and we offer the oath of office to committee members just two times a day to anyone who personally appears at those times, no appointment is necessary. These small changes have allowed us longer blocks of time to focus on the significant amount of non-customer work of the office.

Town Meetings in 2021 were held by remote-access again, with a full warrant of articles the Town Meeting met for two nights in September 2021 and six nights in 2022. We continue to review our procedures to improve the experience for everyone. The Town Meeting Team, consisting of 14 people, managed the sessions expertly. For these meetings we offered the use of our tablets to the Town Meeting Members who have had some difficulties using their older technology to sign on and vote.

One of the Town Clerk CPA projects, digitizing Town Meeting Transcripts, Annual Reports and Select Board (Board of Selectmen) minutes, coupled with our ever-growing index of Town Meeting votes, allows us to more quickly produce the votes and context for official Town actions.

We have instituted a new template for posting meeting notices to help with the inconsistent and sometimes incomplete information that committees have been providing. We created and issued a Handbook for Members of Belmont Committees, Boards and Commissions; it's distributed to all those taking the oath of office and available on our website.

We continue to load and maintain current information onto our webpages in an attempt to provide valuable information to inquirers. In 2020, we introduced the Belmont Town Clerk Facebook page and many of the posts have been viewed more than 1,000 times. We included a press piece in the Belmont Light invoices to communicate with voters about voting opportunities.

We regularly distribute Town-wide messages to the list of Town Meeting Members and Committee members, using the information from our committee database, asking that they pass along to neighbors, friends, family for a broad community distribution. We use our Town Clerk Facebook page for the same.

In 2022 the Town Clerk participated in many training and advisory events with the Department of Homeland Security for Elections Infrastructure and Cybersecurity and the State Elections Division for Cybersecurity focused on elections. All staff members participate in training required by the State, including cybersecurity training and dealing with the stress of elections and any appropriate training offered by the Metropolitan Area Planning Commission and Mass Town Clerks' Association.

### **Opportunities:**

During COVID, the Town Clerk's office created a phone menu with phone number instead of answering each call personally. We've kept that around and will recommend an auto attendant for the main "switchboard" line, x2600. The Town Clerk's office continues to answer the questions from those who don't know their department, etc. but we have realized that many people have adapted to the more detailed phone menu. The addition of an auto-attendant to make the connections simpler for those callers is required.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

We are examining how to utilize our existing tablets to sign in Town Meeting Members and automatically attribute attendance credit, minimizing transferring the data. In addition, we'll make this data available to the Town Meeting Members and then the general public directly instead of having to update every Member's records. This will free up staff time and ensure accurate records, up to date contact information and proper archiving. We hope to get back on track in 2022-2023.

### **Challenges:**

**Reprecincting** – The Select Board approved our proposed Reprecincting map for Belmont October 25<sup>th</sup> and it has been sent to the State for approval. Once approved, each affected voter must be informed, maps distributed, and Town Meeting Members will need to collect signatures for their new precincts. In the end, four of the eight precinct borders have changed meaning that approximately 3000 voters will be notified but approximately 6000 more voters live in the newly constituted precincts. We have developed a communication plan to keep them informed going into 2022, with local and State elections.

**Election Law changes** – The Election Laws of the Commonwealth continue to change and evolve, requires additional days of In-Person Early Voting, and affects Absentees, staffing, etc. Keeping up with these changes is continuous and occurs leading up to each State Elections, requiring us to adapt.

**Election Tabulators** – We feel it's finally time to purchase our new vote tabulators, approved a few years ago in the capital budget. We were waiting for the changes in Federal election requirements but those are still developing. We hope to purchase and introduce the new equipment for the April 2022 Town Election with trained election workers and systems.

**Committees** - The increase in the number of committees and subcommittees impacts tracking the committee membership, legal meeting postings and minutes more complex. In 2021 we performed an internal audit of minutes for posted meetings and reported to the committees the large number of missing minutes. In 2022 we will be examining how to better communicate the legal requirement to submit minutes in a timely way, consistent with the Open Meeting Law. We created a new Handbook for Members of Committees, Boards and Commissions and are planning to deploy more interactive tools.

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 the calendar 2021 to date are as follows: more than 1000 visitors came through the doors of the Town Clerk's office (as recorded daily by our door counters) since June 1<sup>st</sup> and 44,000 emails were exchanged (as recorded by the Town's Information Technology Department). In addition, the staff issued 1,700 vital record certificates this year and 2732 pet licenses, and fulfilled thousands of inquiries by phone that are not tabulated by the Town.

The Town Clerk's Office actual revenue for FY20 was \$86K (a 2% increase over budget) is earned by our fees, the average of which is only \$20 (exclusive of the pet licenses); this translates into approximately 5,000 paid transactions.

The enormous breadth of records, responsibilities and access requirements placed on every Clerk's office Statewide require a highly competent, skilled and educated workforce. Of the ten routine data systems that the Town Clerk's office employees utilize on a daily basis, six of them are new in the past five years. These systems range from NextRequest Public Records software to PaperVision (our digitized vital records management system) to the State Vitals Information Partnership (to create new vital records) to TurningPoint (electronic voting at Town Meeting) to General Code (for General Bylaws) and PeopleGIS, (our GIS provider for business licensing, pets,

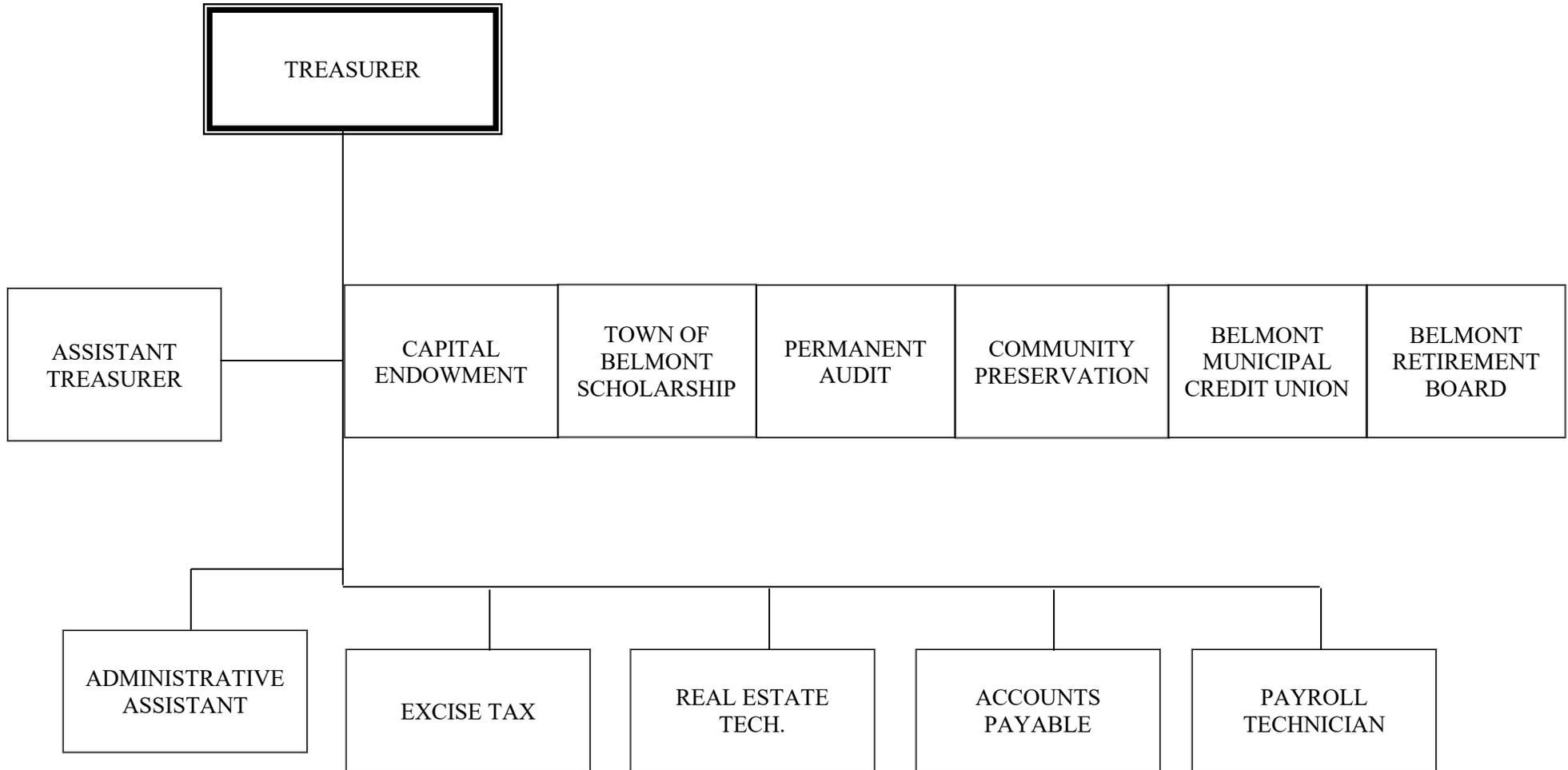


## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

underground fuel tanks, traffic regulations, and many others). Our records are no longer just paper – they are scanned and indexed digitized documents and saved based upon nomenclature standards, creating and using data systems that link records and relevant data to make them available to our department, other departments, residents and the general public. We have purposely invested in our webpages, keeping information available and current – this accessibility allows the staff to solve more intricate problems posed on a daily basis while providing consistent information to all customers who search for the information. We are creating birth certificates and death certificates, registering marriages and businesses daily, all requiring proper handling of Social Security Numbers and personal identity information. For 2021 to date, the Town Clerk pages have had 8706 page views, one of the most popular on the Town website. .

# TREASURER'S DEPARTMENT



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

Personnel Detail

<u>Position Classification</u>	<u>FTE</u> <u>FY2015</u>	<u>FTE</u> <u>FY2016</u>	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>FTE</u> <u>FY2021</u>	<u>FTE</u> <u>FY2022</u>	<u>FY22</u> <u>SAL</u>	<u>FTE</u> <u>FY2023</u>	<u>DEPT. REQ.</u> <u>SAL</u>	<u>FTE</u> <u>FY2023</u>	<u>TA RECOMMENDED</u> <u>SAL</u>
<b>Treasurers Department</b>													
Treasurer / Collector	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 108,867	1.0	\$ 110,871	1.0	\$ 110,871
Asst. Treasurer/Collector	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 79,329	1.0	\$ 85,550	1.0	\$ 85,550
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 64,139	1.0	\$ 64,383	1.0	\$ 64,383
Payroll Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 54,438	1.0	\$ 63,215	1.0	\$ 63,215
Account Analyst - Property Tax	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,775	1.0	\$ 64,017	1.0	\$ 64,017
Clerk II-Excise	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 44,917	1.0	\$ 48,457	1.0	\$ 48,457
Clerk II A/P	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 48,271	1.0	\$ 50,238	1.0	\$ 50,238
Office Assistant	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 21,443	0.5	\$ 21,443	0.5	\$ 21,443
<b>Total</b>	<b>7.5</b>	<b>\$ 485,179</b>	<b>7.5</b>	<b>\$ 508,174</b>	<b>7.5</b>	<b>\$ 508,174</b>							

Vacant or changes to position



**TOWN TREASURER**

**BUDGET OVERVIEW:**

	<b>FY22</b>	<b>FY23</b>	<b>\$ Change</b>	<b>% Change</b>	<b>FY23 FTE</b>
<b>Total Treasurer's Dept. Salaries</b>	\$495,713.00	\$508,174.00	\$12,461.00	2.5%	7.5
<b>Total Parking's Dept. Salaries</b>	\$ 3,000.00	\$ 3,000.00	\$ -	0.0%	
<b>Total Treasurer's Dept. Expenses</b>	\$114,000.00	\$120,100.00	\$ 6,100.00	5.4%	
<b>Total Parking's Dept. Expenses</b>	\$ 93,000.00	\$ 93,500.00	\$ 500.00	0.5%	
<b>Grand Total</b>	\$705,713.00	\$724,774.00	\$19,061.00	2.7%	

<b>Treasurer</b>	\$ 3,000.00	\$ 3,000.00	\$ -	0.0%	7.5
<b>Parking</b>	\$ 93,000.00	\$ 93,500.00	\$ 500.00	0.5%	
<b>Grand Total</b>	\$ 96,000.00	\$ 96,500.00	\$ 500.00	0.5%	

**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 FY23 budget will be \$724,774 which is allocated 43.1% Treasury Management, 43.1% Collection Management, and 13.8% Parking.


**COMMITTEE ASSIGNMENTS:**

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

**FY22 Accomplishments:**

- **FY22 ISSUED DEBT**  
Water Bond (MWRA) \$0.5 Million
- **REAL ESTATE TAX LIEN CLEAN UP PROJECT**
  - Engaged outside attorney, KP LAW, P.C.
  - During calendar year 2021 closed 5 liens totaling \$230,000.
- **EXCISE TAX CLEAN UP PROJECT**
  - In process years 2017-2020 to be completed in FY2022.
- **RATING AGENCY UPDATE**
  - FY2021 Financial Audit completed on time.
  - All financial disclosure documents filled on time.
  - May 2021 Moody's and S&P AAA rating reaffirmed for Belmont. We are 1 of 11 communities out of 351 in Massachusetts with AAA from both agencies.
- **TAX COLLECTION RATE**
  - FY2020 99.477%
  - FY2021 99.503%


**STAFFING & STRUCTURE:**

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

<b>Employee:</b>	<b>Position:</b>	<b>Years:</b>
Floyd Carman	Treasurer – Management*	17
Michael Trainor	Assistant Treasurer	14
Rita Ben-Cherqui	Payroll Clerk	1
Richard Arria	Real Estate Clerk, Cashier	13
Elaine Tripoli	Excise Clerk, Parking, Cashier	6
Janine Doumanian	AP, Parking, Cashier	4
Iwona Gosz	Admin. Asst., Payroll, Parking, Cashier	17
Kevin Hayes	Part time – Clerk	17

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

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

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



**FY23 DEPARTMENT BUDGET BY FUNCTION:**

<b>Town Treasurer</b>	<b>Budget \$</b>	<b>Budget %</b>
Treasury	\$ 312,378	43.1%
Collections	\$ 312,378	43.1%
Parking Clerk	\$ 100,019	13.8%
<b>Total</b>	<b>\$ 724,774</b>	<b>100.0%</b>

**DEPARTMENT STAFFING BY PROGRAM:**

	<b>Total</b>	<b>% of Total</b>
Treasury Management	3.4	45%
Collection Management	3.4	45%
Parking	0.7	10%
<b>Total</b>	<b>7.5</b>	<b>100%</b>

**TREASURY MANAGEMENT:**

*Goals:*

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

*Program Performance Outcome:*

Investment Earnings is 25 basis points less than annual one year term CD rate as of 12/31/2020



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### Description of Function:

The principal duties of the treasurer are stated in M.G.L. Ch.41, Sec.35 & 36. There are many statutory references to the Treasurer in the General Laws and guidelines established by the Department of Revenue.

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

Treasury Management	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# of Payroll Paper Checks	1,105	1,100	1,100	1,100
# of Direct Deposits	34,866	34,900	34,900	34,900
# of Accounts Payable Checks	12,839	13,000	13,000	13,000

### COLLECTION:

#### Goals:

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

	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Real Estate	107.0M	111.0M	111.0M	114.0M
Personal Property	0.5M	0.5M	0.5M	0.5M
Excise	3.3M	3.6M	3.6M	3.9M

#### Program Performance Outcomes:

- 100% collection and secure tax lien.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### Description of Function:

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

Collection	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# of Real Estate Tax Bills (Quarterly)	34,460	34,460	34,460	34,460
# of Personal Property Tax Bills (Quarterly)	1,540	1,500	1,500	1,500
# of Excise Tax Bills (Annually)	20,776	21,000	21,000	21,000

### **PARKING:**

#### Goals:

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

#### Program Outcomes:

Parking Tickets	<u>Issued</u>	<u>Open</u>	<u>%</u>	<u>Revenue</u>
2022 (Estimated)	8,000	1,000	87	\$175,000
2021	7,500	900	88	\$169,167
2020	8,193	1,066	86	\$196,855
2019	16,787	1,212	93	\$234,675
2018	13,820	853	93	\$209,370



Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

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	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# of Parking Tickets Issued	7,500	8,000	8,000	8,000

**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.

**EMPLOYEE BENEFITS****OVERVIEW:**

<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
\$ 16,342,786	\$ 17,396,589	\$ 1,053,804	6.4%

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

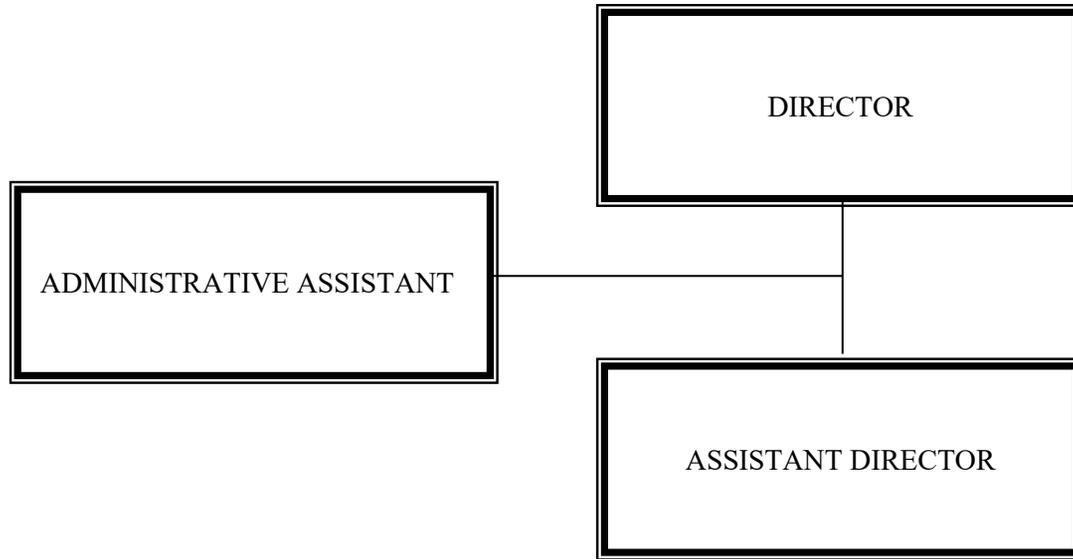
Pension costs are scheduled to increase by \$429,966 or 4.5% from FY22 based on the latest funding schedule contained in the pension actuarial study, which is updated every two years.

Health insurance costs for current employees are budgeted and transferred to a central account where expenditures are made. Overall health insurance costs for all active employees and retirees are estimated to increase by 5.0%, or \$255,017 in FY23. Medicare costs are scheduled to increase by \$8,095 or 2.5% from FY22

Property and Liability Insurance costs are estimated to increase by \$35991 or 6.2% in FY23. Workers Compensation Policy is provided by the Massachusetts Interlocal Insurance Association (MIIA). MIIA was incorporated by the Massachusetts Municipal Association as a nonprofit organization to provide insurance services to cities and towns. The total FY23 Workers Compensation Insurance costs is estimated at \$193,213 a \$17568 or 10% increase for Town Departments.

Other budget items contained in this allocation include Unemployment Compensation (\$40,000), and Life Insurance, (\$19,425), which reflect no increase from FY22.

# EMERGENCY MANAGEMENT



Personnel Detail

Position Classification	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FTE FY2021	FTE FY2022	DEPT. REQ. FY2023	FY22 SAL	TA REC FY2023	FY2 SAL
<b>Emergency Management</b>												
Director	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	0	\$ 8,000	0
Assistant Director	\$ 4,750	\$ 4,750	\$ 4,750	\$ 4,750	\$ 4,750	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	0	\$ 7,000	0
Temp/PT Admin	\$ 744	\$ 744	\$ 744	\$ 744	\$ 744	\$ -	\$ -	\$ 1,200	\$ 1,200	0	\$ 1,200	0
<b>Total</b>	<b>\$ 13,594</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 16,200</b>	<b>\$ 16,200</b>	<b>0</b>	<b>\$ 16,200</b>	<b>0</b>				

**OVERVIEW:****Budget Overview:**

	<b>FY22</b>	<b>FY23</b>	<b>\$ Change</b>	<b>% Change</b>	<b>FY23 FTE</b>
<b>Total Salaries</b>	16,200	16,200	0	0	0
<b>Total Expenses</b>	7,944	7,944	0	0	
<b>Grand Total</b>	24,414	24,414	0	0	

Submitted by: Wayne L. Haley –Director

**Summary of Program Responsibilities:**

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

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

**Staffing:**

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

**Budget:**

The FY22 budget was \$24,414 and remains unchanged in FY23.

**Program Outcome & Compliance:**

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

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

**Major Activities and Responses:**

Emergency Management staff members maintain a 24/7 on-call availability to provide incident management support to the Belmont Police, Fire Department and other Town Agencies when major incidents impact the town. Covid-19 has proven to be the largest and most time-consuming response that BEMA has ever been involved with. Commencing on March 9, 2020 BEMA personnel began to mobilize for the upcoming unprecedented event that was about to take place. By week-end the Emergency Operations Center (EOC) was built out to provide a multi-agency response, which included the Belmont Health Department, Police, Fire, Town Administration, Facilities, and other local and state agencies. As we all became more informed of the spread of the coronavirus and the best practices for limiting exposures the decision was made to go into remote EOC operations. This required many personnel to adapt to the ever changing situation and work either from home or in secluded areas within Town buildings. Countless Zoom meetings and conference calls took up the next two months, while working diligently to keep the public informed. There were many challenges faced that BEMA was able to help facilitate such as remote learning, working remote, building sanitizing, PPE requisition, and more. The year 2021 has proven to be challenging as well. Earlier in the year BEMA helped to coordinate vaccination clinics for our first responders and high-risk residents. On August 13, 2021 BEMA assisted the Fire Department and other Town agencies during the evacuation and relocation of several residents from an apartment building. In the following days BEMA worked with State agencies such as MEMA to provide temporary residence for those without alternate housing options.

**Community Outreach:**

Community outreach continues to be challenging for in-person training and meetings. However, we have made efforts to keep the public informed through our social media pages.

**Training & Meetings:**

BEMA staff attended multiple training classes and seminars held across the Commonwealth and remotely via Zoom and other virtual meeting platforms. . Unfortunately, the 2021 MEMA All Hazards Preparedness Conference was canceled this year.

**Storm Ready Community:**

Belmont is one of a dozen communities in the Commonwealth which holds the Storm Ready certification issued by the National Weather Service. In FY22 BEMA completed its recertification process to maintain its Storm Ready designation within the Commonwealth.

**Communications & Technology:**

The largest expense in this department budget is to maintain the communications and technology equipment for Belmont's Emergency Operations Center (EOC) located in Belmont Fire Headquarters and the backup EOC located at the Chenery Middle School. The EOC has proven itself to be a critical asset in managing large scale incidents affecting the town. In addition to the existing communications expenses, Emergency Management has subscribed to a telephone conference calling service that, while reserved for Emergency Management activities during crisis planning, is available to all department heads for daily business via coordination with the Town Administration staff. In early 2021 we received a FEMA grant to purchase portable and mobile radio equipment. These two-way radios allow interoperability with local, state, and federal public safety entities. This equipment is completely portable and can be deployed anywhere.

**Social Media:**

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

Emergency Management utilizes Twitter @BelmontEMA.

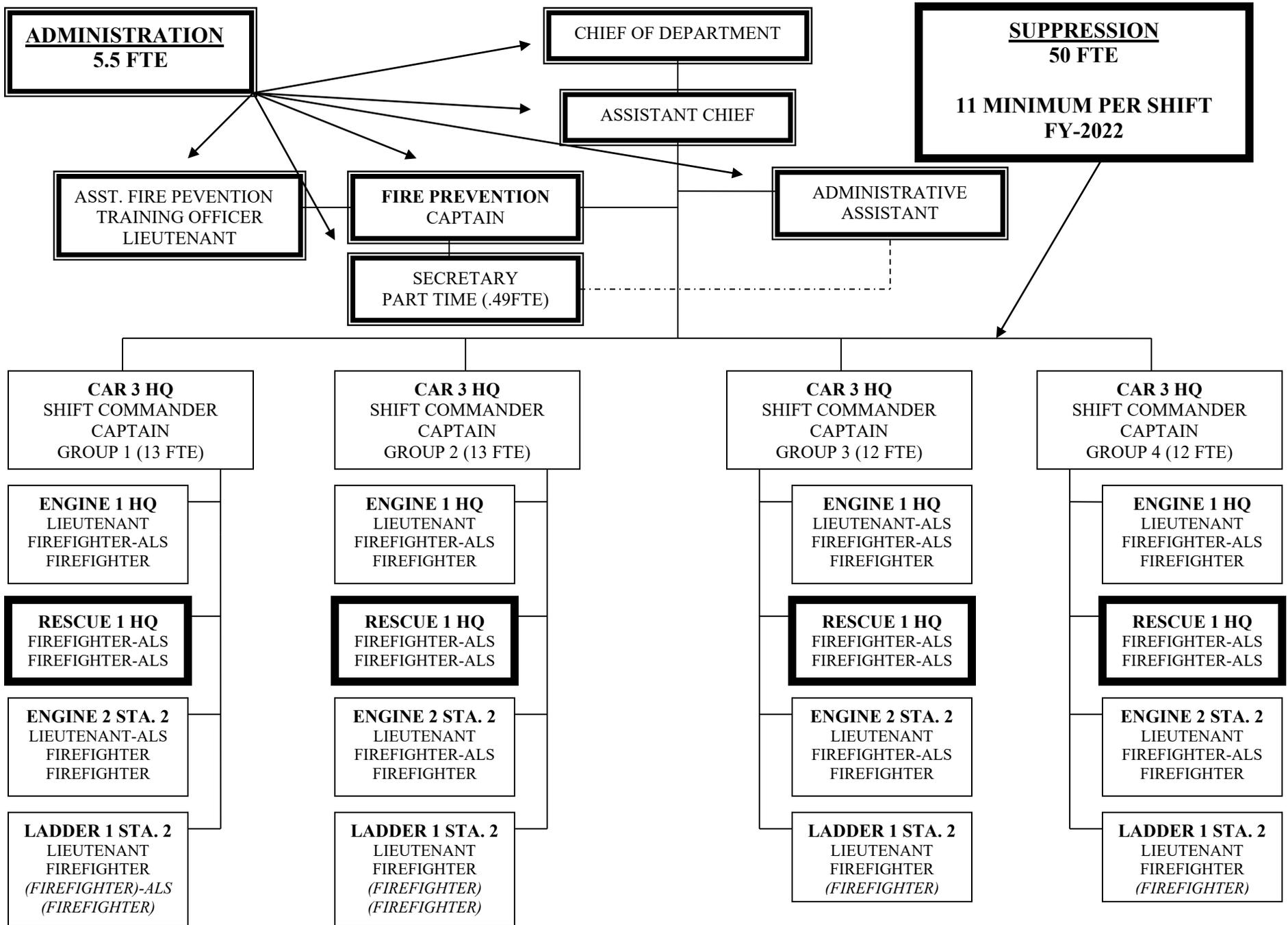
**Conclusion:**

Belmont Emergency Management Agency goals for FY23 include a grant that will assist the fire department in establishing a bicycle EMS unit that can be used at various outdoor events. The goal is to provide quick response times in congested areas during events using EMT's and paramedics on bicycles that carry necessary equipment to render immediate life-saving care. In conjunction with our partners from Belmont Police, Belmont Fire and other Town Departments we would like to increase our All Hazards incident planning and management capabilities for a unified incident response as needed in the Town.

**FY22 Accomplishments:**

- Continued emergency planning activities for the Town of Belmont
- Continued response to Covid-19 pandemic
- Provided logistical and relocation assistance at apartment complex evacuation.
- Continued community outreach for emergency preparedness through social media platforms.
- Two-way radio upgrades to establish the ability to stand up a remote Emergency Operations Center (EOC).

# Fire Department



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

No.	Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED								
		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	SAL
<b>Fire Administration</b>															
	Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	186,410	1.0	155,636	1.0	155,636
	Assistant Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	131,441	1.0	131,441	1.0	131,441
	Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	118,002	1.0	118,002	1.0	118,002
	Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	103,171	1.0	100,213	1.0	100,213
	Administrative Assistant III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	69,019	1.0	69,019	1.0	69,019
	Administrative Assistant I	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	22,231	0.5	22,676	0.5	22,676
	<b>Total</b>	<b>5.5</b>	<b>630,274</b>	<b>5.5</b>	<b>596,988</b>	<b>5.5</b>	<b>\$ 596,988</b>								
<b>Fire Suppression</b>															
1	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,102	1.0	\$ 60,408	1.0	\$ 60,408
2	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 61,545	1.0	\$ 60,408	1.0	\$ 60,408
3	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 61,269	1.0	\$ 60,408	1.0	\$ 60,408
4	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,499	1.0	\$ 58,227	1.0	\$ 58,227
5	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 64,890	1.0	\$ 57,944	1.0	\$ 57,944
6	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 64,890	1.0	\$ 57,944	1.0	\$ 57,944
7	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 64,890	1.0	\$ 65,876	1.0	\$ 65,876
8	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 65,630	1.0	\$ 64,337	1.0	\$ 64,337
9	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 66,986	1.0	\$ 66,241	1.0	\$ 66,241
10	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 66,986	1.0	\$ 66,293	1.0	\$ 66,293
11	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,135	1.0	\$ 67,753	1.0	\$ 67,753
12	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,135	1.0	\$ 67,753	1.0	\$ 67,753
13	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,698	1.0	\$ 68,530	1.0	\$ 68,530
14	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,698	1.0	\$ 69,941	1.0	\$ 69,941
15	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,706	1.0	\$ 69,941	1.0	\$ 69,941
16	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 71,867	1.0	\$ 72,586	1.0	\$ 72,586
17	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,673	1.0	\$ 75,674	1.0	\$ 75,674
18	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,268	1.0	\$ 73,268	1.0	\$ 73,268
19	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,992	1.0	\$ 72,992	1.0	\$ 72,992
20	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 79,689	1.0	\$ 74,594	1.0	\$ 74,594
21	FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,142	1.0	\$ 79,689	1.0	\$ 79,689

Fire Department

Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED								
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	SAL
22 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 77,355	1.0	\$ 73,142	1.0	\$ 73,142
23 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,268	1.0	\$ 73,268	1.0	\$ 73,268
24 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,654	1.0	\$ 75,347	1.0	\$ 75,347
25 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,347	1.0	\$ 75,397	1.0	\$ 75,397
26 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,397	1.0	\$ 75,347	1.0	\$ 75,347
27 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,347	1.0	\$ 74,302	1.0	\$ 74,302
28 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,302	1.0	\$ 76,878	1.0	\$ 76,878
29 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,830	1.0	\$ 73,830	1.0	\$ 73,830
30 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 79,361	1.0	\$ 79,361	1.0	\$ 79,361
31 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 73,488	1.0	\$ 75,478	1.0	\$ 75,478
32 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 77,139	1.0	\$ 77,139	1.0	\$ 77,139
33 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,754	1.0	\$ 75,754	1.0	\$ 75,754
34 FireFighter	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 76,135	1.0	\$ 76,135	1.0	\$ 76,135
1 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 99,657	1.0	\$ 92,122	1.0	\$ 92,122
2 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 91,655	1.0	\$ 91,228	1.0	\$ 91,228
3 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 91,846	1.0	\$ 91,504	1.0	\$ 91,504
4 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 91,228	1.0	\$ 92,107	1.0	\$ 92,107
5 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 91,504	1.0	\$ 90,827	1.0	\$ 90,827
6 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 92,107	1.0	\$ 92,508	1.0	\$ 92,508
7 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 87,060	1.0	\$ 99,657	1.0	\$ 99,657
8 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,563	1.0	\$ 97,700	1.0	\$ 97,700
9 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 92,508	1.0	\$ 101,665	1.0	\$ 101,665
10 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 97,700	1.0	\$ 95,118	1.0	\$ 95,118
11 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 95,118	1.0	\$ 94,175	1.0	\$ 94,175
12 Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 91,253	1.0	\$ 93,773	1.0	\$ 93,773
1 Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 107,662	1.0	\$ 107,662	1.0	\$ 107,662
2 Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 110,277	1.0	\$ 116,633	1.0	\$ 116,633
3 Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 115,981	1.0	\$ 115,981	1.0	\$ 115,981
4 Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 113,485	1.0	\$ 113,485	1.0	\$ 113,485
Total	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	3,994,671	50.0	\$ 3,978,328	50.0	\$ 3,978,328

Fire Department

Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE FY2014	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FTE FY2021	FTE FY2022	FY22 SAL	FTE FY2023	DEPT. REQ. SAL	FTE FY2023	TA RECOMMENDED SAL
Temp Help														
FireFighter										\$ 58,294		\$ 72,863		
FireFighter										\$ -		\$ -		
Change in personnel														

Fire Department



**FIRE DEPARTMENT**

**OVERVIEW:**

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>\$ Change</b>	<b>% Change</b>	<b>FY21 FTE</b>
<b>Total Salaries</b>	\$5,322,499	\$5,347,730	\$25,231	0.5%	55.5
<b>Total Expenses</b>	\$519,650	\$531,950	\$12,300	2.4%	
<b>Total Overlay</b>	\$95,850	\$99,600	\$3,750	3.9%	
<b>Grand Total</b>	\$5,937,999	\$5,979,280	\$41,281	0.7%	

**Budget Overview**

Submitted by: Chief David DeStefano

*Program Responsibilities:* The Fire Department is divided into three programmatic budget areas. The Department's primary responsibility is providing emergency response to the Town's residents. The Department is segregated into three budget functions but there are five primary functions of the Department. The first function, and the primary mission of the Fire Department, is Fire Suppression or in more simple terms to "extinguish and prevent the spread of fire"<sup>1</sup>. Included in this function is the response to calls that were called in as "fires" or calls that are likely to cause a fire, but ultimately are not, and classified as something different<sup>2</sup>. Our second function is Fire Administration. This area is responsible for overseeing the operations of the Department and includes the Fire Prevention Division. The third function is Fire Prevention. If one can prevent a fire from occurring, it has a direct impact on the quality of life in the Town and on the core mission. The fourth responsibility is to provide Emergency Medical Services to the Town<sup>3</sup>. Lastly is the response to Service Calls. This last category is one that, although on the surface may look like a large amount of workload, has a minor impact on the operating budget as these calls are non-emergency and usually require minimal resources. Service calls are directly part of our mission to be community focused and often preserve property or improve the quality of life for residents of Belmont.

**Administration:**

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

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

<sup>2</sup> The Department responds to calls for service on the request placed to our Dispatch Center. Calls are classified at the end of the call, once the outcome is known. A simple example is a fire alarm signal will initiate a full fire response, but if it was determined to be a faulty smoke detector it would be classified as an alarm malfunction.

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



- *Fire Prevention (Function):* The Fire Prevention Bureau (FPB) provides the second core function of the Department and is carried in the “Administration” budget category. The FPB has four subcategories of inspection, permits, plan review and education. The FPB oversees the systematic inspection program of commercial establishments, schools, institutions, as well as residential occupancies. As part of this effort, the Bureau reviews applications and issues permits requiring that all hazardous work done in Town, including the removal of underground storage tanks, is in accordance with Massachusetts Fire Prevention Laws and Regulations. The Fire Prevention Bureau reviews building plans, propane installations, oil-burning equipment installations, fire protection systems, and blasting plans for code compliance. The Student Awareness of Fire Education (SAFE) program<sup>4</sup>, which has firefighters trained in public fire education for children, is also categorized in this area. A new addition to the outreach is “Senior SAFE” which is focused toward the Town’s senior citizen population. The SAFE educators present fire prevention material at various civic organization gatherings and perform home visits to install smoke detectors meeting the current regulations.
- *Training (Sub Function):* Also included under the "Administration" budget category is the Training Officer. His or her duties are divided between supplementing the FPB and maintaining oversight of the Department’s training activities. This position also provides staff support duties to both Administration and FPB.

### **Fire Suppression:**

- *Fire Suppression (Function):* The Fire Suppression activities are the Department's core (primary) mission or function. This function is the most labor intensive activity the Department conducts<sup>5</sup>. The Department must maintain the critical balance of having enough staff on-duty to handle an initial response with the limits of the budget constraints. When not responding to fires or fire related calls, the crews use the down time to train, conduct in-service inspections and perform minor routine maintenance on the apparatus and stations included all daily janitorial duties and snow removal.
- *Service Calls (Function):* Our fourth function is to respond to Service Calls. Some of these calls start out as fire or medical calls, but result in the call being classified as a "service call". The other requests for service result from a person in need of assistance and not knowing who else to call. If the call is not classified as a “hazard”, the calls are triaged and the on-duty crews are able to respond non-hazard service calls when higher level calls have been cleared. Most of the Service Calls are conducting without additional expense to the Town.

### **Emergency Medical Services**

- *Rescue Services (Function):* The Fire Department's third primary function is to provide Rescue Service to the residents of Belmont. The majority of the calls in this function are Emergency Medical Service (EMS) calls. The Department has been operating an Advanced Life Support (ALS) ambulance service many years. The Department contracts with a private vendor for backup EMS services or other neighboring fire departments through mutual aid. Costs associated with either program or by function do not accurately reflect the costs to provide Rescue Services to the Town. The Rescue Service is a service the Town provides at a significantly reduced cost. The majority of these costs (personnel) are carried under the Fire Suppression program and the true cost of the Rescue Services is the “delta” for the increased program costs. In addition there is a significant revenue stream.

The Fire Department will have 33 EMT-Basics and 21 Advanced Life Support “Paramedics,” who are recertified every two years, in order to provide both basic and advanced life support while on Emergency Medical responses. The Department conducts required and optional training that exceeds both State and Federal guidelines. This training allows the Department to provide “enhanced” basic life support services to the residents. The Fire Department assists other first

---

<sup>4</sup> SAFE program is 100% funded by State Grants and multiple local gifts.

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



responder organizations as needed to enhance the EMS response to those people who are in need. The Town's patients receive a high level of care, and the Department's EMS mission makes patient care the number one priority.

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

**STAFFING:**

The Fire Department has 55.49 Full-Time Equivalents (FTE) down from the historical "full staffing" of 57.49 FTEs. 5.49 FTEs (4 uniformed and 1.49 civilian) are assigned to Administration/Fire Prevention and the remaining 49 FTEs are uniformed personnel assigned to Fire Suppression and Rescue Services, down from the desired "full staffing" of 52 FTEs. There is no specific allocation of the Fire Suppression and Rescue Services staffing. The Department continues to manage the turnover of staff due to transfers and retirements. This current fiscal year we have had one anticipated retirement so far. Replacement of vacant firefighter positions are a time-consuming process. The cumbersome Civil Service process along with a substantial wait to get into the Massachusetts Department of Fire Services Recruit Training Academy has caused vacancies on the Suppression shifts. In addition the department has suffered an unprecedented number of members on long term sick leave. The Department and Town must prepare, and have adequate staffing in place, before retirements occur to reduce the demands on the already constrained budget.

**BUDGET:**

Total proposed Fire Budget: \$6,003,835 Fire Administration/Fire Prevention- 13.1%, Fire Suppression 83.94%, and Emergency Medical Services- 2.96%.

**PROGRAM OUTCOMES & WORKLOAD INDICATORS:**

The workload of the Department has been relatively consistent year over year. This trend is expected to continue over the next 12 months with small increases in the number of fire related responses each year. As residential housing becomes clustered in multi-unit occupancies the need for service increases with population density. Emergency Medical Services is likely to see a higher percentage of increase in the next 12 months due in part to staffing shortages in the private sector with fire-based EMS needing to absorb increased responsibility.

There are also significant projects which are not completed or are planned which will create additional demands on the Department. The McLean Zone 3 development as well as the ongoing Middle/High school project will require considerable person-hours in review and inspection. Once these properties are complete and fully occupied they will add to the diversity of buildings that comprise the Town of Belmont. A number of major building or development projects have significantly impacted the Fire Prevention Bureau during their time lines which in most cases is multiple years. The actual full impact of these projects, on the Fire Suppression and EMS resources of the department will continue to evolve over time. The Fire Department faces the daily challenges of a hazard profile that includes areas of high population density in older, closely spaced wood-frame dwellings as well as new light-weight construction in single family and large apartments and mixed use occupancies. In addition significant commuter rail traffic passes through Belmont. The Town is also home to large and medium sized health care facilities that impact fire protection and emergency medical services.

The Department analyzes proposed projects and reviews current establishments looking at both the impact of the on the resources of the Fire Department, and how the projects could impact to Fire and EMS response in the Town. New projects are often continually being revised and we participate in the process. We will continue to re-analyze as projects move through the design and planning process or current occupancies are renovated or change use.

**FY22 YTD ACCOMPLISHMENTS:**

- Partnership with Mass Division of Fire Services to house a Haz Mat Response vehicle in Belmont. This partnership has already benefitted the citizens of Belmont with a rapid deployment of Haz Mat technicians to an incident in Belmont. This leveraging of resources helps ensure public safety and protection of our environment throughout the greater Belmont area.
- Restructuring and revision of the EMS billing procedures and rate structure that reflects current best practices in medical billing and provides the most advantageous reimbursements for the Town of Belmont.
- Partnership with the Belmont Human Rights Committee that provides awareness training to every Belmont Firefighter.
- Partnership with Belmont Health Department to provide resources and personnel for mobile vaccination clinics to protect Belmont's most vulnerable citizens against COVID 19.
- On-going updates of the department's standard operating procedures to reflect current best practices, scientific data, and technology.
- Creation of measurable performance standards and the genesis of enhanced data collection with training and community education and engagement activities.
- Enhanced community profile. Including attendance of neighborhood block parties, community-based events and civic organizations.
- Review of the results of a department-wide analysis and implementation of several key recommendations from staff. Some of the recommendations have yielded the review and progress toward modernization of pre-planning and community risk analysis activities. In addition the institution of additional training aids and a more comprehensive approach to internal communications.
- The Fire Department placed in service a new pumper at Engine Co. 2 on Leonard St. This pumper protects half of the entire town.
- The Belmont Fire Department received the Coverdell EMS Collaborative Leadership Award for Outstanding Leadership in Acute Stroke Care.
- A new pair of Hurst extrication rescue tools was placed in service. These tools are battery powered which provides complete portability and virtually noiseless operation. Within one week of being placed in service these tools were put to use providing access to the victim of an automobile accident.



**DEPARTMENT BUDGET:**

The charts on the next page represent the budget programs broken out by “program” and by “function”. Benefits are calculated on a percentage basis per the Collective Bargaining Agreement and by figures supplied by the Town Accountant.<sup>6</sup>

The “Other cost” component varies by function and program. These accounts are used to support the Missions of each Program area. These accounts are for materials, and services. Other Costs represent approximately 9% of the Fire Department Budget.

The charts below are an attempt to breakdown the costs to reflect different accounting scenarios. It is difficult to have precise accuracy given the ever changing dynamic of the Department. The data is not available to accurately breakdown function cost given the difference in work load, labor requirements and those services that are accomplished under the staffing required for the primary function of Fire Suppression. These charts are included as part of the budget exercise.

**Budget by Program:**

<b>FY23</b>	<b>Salaries</b>	<b>Other costs</b>	<b>Total</b>	<b>% of Total</b>
Fire Administration	613,911	147,650	761,561	12.74%
Fire Suppression	4,705,289	331,100	5,036,389	84.23%
Rescue Services	28,530	152,800	181,330	3.03%
<b>Total</b>	<b>5,347,730</b>	<b>631,550</b>	<b>5,979,280</b>	<b>100%</b>

**STAFFING AND STRUCTURE:**

The Fire Department has 50 full-time uniformed employees working in Fire Suppression. This is down from 52 full-time employees, which allowed for four shifts of 13 personnel. There are 5.49 employees (one part-time) working in Fire Administration/Fire Prevention. Our part-time employee works year-round and provides administrative help to the Fire Prevention Office, Training Division and Administration. Management consists of the Fire Chief and Assistant Fire Chief. "Clerical" represents the one full time position of Administrative Assistant and the one part-time position of Administrative Secretary<sup>7</sup>.

<sup>6</sup> Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, and the Town’s Medicare match. Town employees are not covered under Social Security.

<sup>7</sup> Our part-time employee works year-round and provides administrative help to the Fire Prevention Office and Training Division



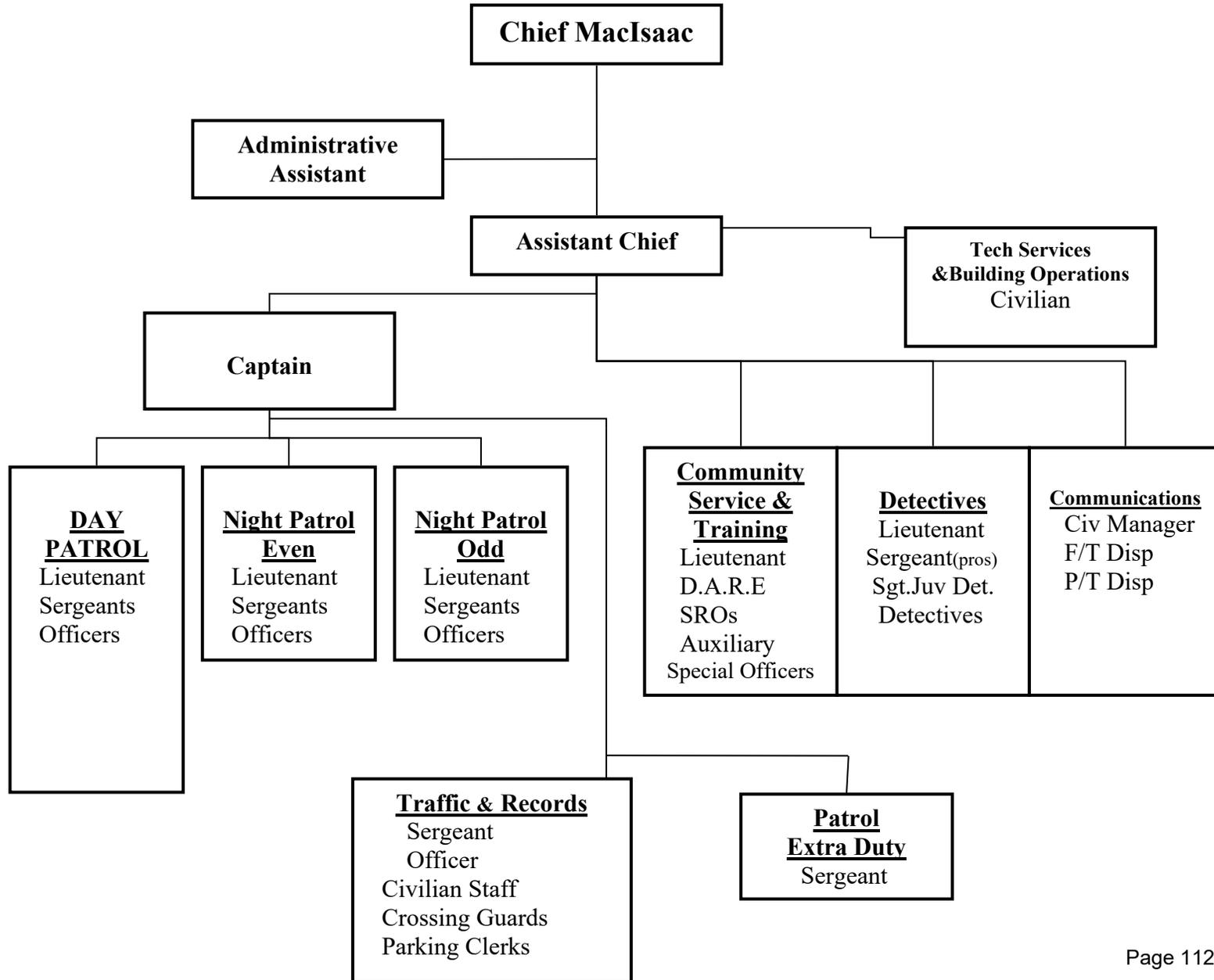
<b>FY22</b>	<b>General Fund FTE</b>	<b>% of Total</b>
Admin/Fire Prevention	5.49	9.9%
Fire Suppression	50.00	90.1%
Total	55.49	100.0%

	<b>Uniformed</b>	<b>Uniformed</b>	<b>Civilian</b>	<b>Total</b>
<b>Fiscal Year</b>	<b>Personnel</b>	<b>Grant Personnel</b>	<b>Employees</b>	<b>FTE</b>
2013	54	0	1.49	55.49
2014	54	0	1.49	55.49
2015	54	2	1.49	55.49
2016	54	2	1.49	57.49
2017	54	2	1.49	57.49
2018	54	0	1.49	55.49
2019	54	0	1.49	55.49
2020	54	0	1.49	55.49
2021	54	0	1.49	55.49
2022	54	0	1.49	55.49
2022	54	0	1.49	55.49
2023	54		1.49	55.49



**BELMONT POLICE DEPARTMENT ORGANIZATIONAL CHART**

*Knowledge ~ Courage ~ Integrity*



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED							
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	SAL
<b>Police Administration</b>													
Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 192,091	1.00	\$ 195,933	1.0	\$ -
Assistant Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 150,005	1.00	\$ 150,005	1.0	\$ -
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 68,769	1.00	\$ 68,769	1.0	\$ -
<b>TOTALS</b>	<b>3.0</b>	<b>410,865</b>	<b>3.00</b>	<b>414,706</b>	<b>3.0</b>	<b>\$ -</b>							
<b>Police Records</b>													
Records Secretary	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 39,860	1.00	\$ 41,036	1.0	\$ -
Records Secretary	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 39,860	1.00	\$ 39,860	1.0	\$ -
<b>TOTALS</b>	<b>2.0</b>	<b>\$ 79,720</b>	<b>2.00</b>	<b>\$ 80,896</b>	<b>2.0</b>	<b>\$ -</b>							
<b>Police Patrol</b>													
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 78,847	1.00	\$ 78,847	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 64,260	1.00	\$ 72,580	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,093	1.00	\$ 91,834	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,733	1.00	\$ 81,369	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,450	1.00	\$ 89,450	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 83,875	1.00	\$ 83,875	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 91,508	1.00	\$ 91,508	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 81,861	1.00	\$ 81,861	1.0	\$ -
Police Officer (open)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,044	1.00	\$ 67,277	1.0	\$ -
Police Officer (open)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 80,961	1.00	\$ 67,277	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 63,459	1.00	\$ 68,153	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 76,696	1.00	\$ 76,696	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 80,961	1.00	\$ 80,961	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,130	1.00	\$ 74,130	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 90,934	1.00	\$ 91,134	1.0	\$ -

Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED							
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	SAL
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,250	1.00	\$ 89,250	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 86,174	1.00	\$ 88,850	1.0	\$ -
Police Officer (open)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 85,265	1.00	\$ 67,277	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 94,964	1.00	\$ 94,964	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 88,602	1.00	\$ 88,602	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 91,508	1.00	\$ 91,508	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 71,576	1.00	\$ 75,928	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 82,029	1.00	\$ 82,029	1.0	\$ -
Police Officer (open)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 68,027	1.00	\$ 67,277	1.0	\$ -
Captain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 140,087	1.00	\$ 151,947	1.0	\$ -
Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 130,117	1.00	\$ 130,117	1.0	\$ -
Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 135,859	1.00	\$ 135,859	1.0	\$ -
Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 113,968	1.00	\$ 121,440	1.0	\$ -
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 111,444	1.00	\$ 111,444	1.0	\$ -
Sergeant					1.0	1.0	1.0	1.0	\$ 109,809	1.00	\$ 118,089	1.0	\$ -
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 102,838	1.00	\$ 107,239	1.0	\$ -
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 105,451	1.00	\$ 105,451	1.0	\$ -
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 94,641	1.00	\$ 94,641	1.0	\$ -
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 118,089	1.00	\$ 118,089	1.0	\$ -
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0		1.00	\$ 111,444	1.0	\$ -
<b>TOTALS</b>	<b>34.0</b>	<b>34.0</b>	<b>34.0</b>	<b>34.0</b>	<b>35.0</b>	<b>35.0</b>	<b>35.0</b>	<b>35.0</b>	<b>\$ 3,113,510</b>	<b>35.00</b>	<b>\$ 3,248,401</b>	<b>35.0</b>	<b>\$ -</b>

Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED							
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	SAL
<b>Police Traffic</b>													
Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 96,827	1.00	\$ 103,366	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 79,547	1.00	\$ 86,349	1.0	\$ -
<b>TOTALS</b>	<b>2.0</b>	<b>\$ 176,374</b>	<b>2.00</b>	<b>\$ 189,715</b>	<b>2.0</b>	<b>\$ -</b>							
<b>Crossing Guards</b>													
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,925	0.38	\$ 11,075	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 9,452	0.38	\$ 9,602	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,925	0.38	\$ 11,075	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,925	0.38	\$ 11,075	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,232	0.38	\$ 10,382	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 9,693	0.38	\$ 9,843	0.38	\$ -
Crossing Guard (open)	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,711	0.38	\$ 9,150	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,925	0.38	\$ 11,075	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,925	0.38	\$ 11,075	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,925	0.38	\$ 11,075	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,925	0.38	\$ 11,075	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,925	0.38	\$ 11,075	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 9,977	0.38	\$ 10,127	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,925	0.38	\$ 11,075	0.38	\$ -
Crossing Guard	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,700	0.38	\$ 10,850	0.38	\$ -
Crossing Guard (open)						0.38	0.38	0.38	\$ 12,427	0.38	\$ 9,150	0.38	\$ -
Reserve Crossing Guard (open)	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 9,998	0.38	\$ 9,150	0.38	\$ -
Reserve Crossing Guard ®	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 10,925	0.38	\$ 10,925	0.38	\$ -
Reserve Crossing Guard (open)	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 9,150	0.38	\$ 9,150	0.38	\$ -
Reserve Crossing Guard (open)	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 9,150	0.38	\$ 9,150	0.38	\$ -
<b>TOTALS</b>	<b>7.13</b>	<b>7.13</b>	<b>7.13</b>	<b>7.13</b>	<b>7.13</b>	<b>7.51</b>	<b>7.51</b>	<b>7.51</b>	<b>210,744</b>	<b>7.52</b>	<b>207,158</b>	<b>7.51</b>	<b>\$ -</b>

Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED							
	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>SAL</u>	<u>FY2023</u>	<u>SAL</u>	<u>FY2023</u>	<u>SAL</u>
<b>Parking Control Officers</b>													
Parking Control Officer	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 22,656	0.38	\$ 22,044	0.38	\$ -
Parking Control Officer	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 25,462	0.38	\$ 21,717	0.38	\$ -
Parking Control Officer	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 25,462	0.38	\$ 25,462	0.38	\$ -
Parking Control Officer	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$ 21,845	0.38	\$ 22,370	0.38	\$ -
<b>TOTALS</b>	<b>1.50</b>	<b>\$ 95,425</b>	<b>1.50</b>	<b>\$ 91,593</b>	<b>1.50</b>	<b>\$ -</b>							
<b>Police Detectives</b>													
Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 130,969	1.00	\$ 131,567	1.0	\$ -
Detective Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 113,294	1.00	\$ 113,294	1.0	\$ -
Detective Sergeant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,467	1.00	\$ 89,467	1.0	\$ -
Detective	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 87,174	1.00	\$ 87,174	1.0	\$ -
Detective	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 91,763	1.00	\$ 92,513	1.0	\$ -
<i>Position Eliminated in FY22</i>	<i>1.0</i>	<i>-</i>	<i>\$ -</i>	<i>0</i>	<i>\$ -</i>	<i>-</i>	<i>\$ -</i>						
<b>TOTALS</b>	<b>6.0</b>	<b>5.0</b>	<b>\$ 512,667</b>	<b>5.00</b>	<b>\$ 514,016</b>	<b>5.0</b>	<b>\$ -</b>						

Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	SAL
<b>Police Community</b>													
Lieutenant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 131,567	1.00	133017	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,950	1.00	89950	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,750	1.00	89750	1.0	\$ -
Police Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 86,749	1.00	86749	1.0	\$ -
Tech Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 65,203	1.00	65203	1.0	\$ -
<b>TOTALS</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>\$ 463,219</b>	<b>5.00</b>	<b>\$ 464,670</b>	<b>5.0</b>	<b>\$ -</b>
<b>Police Public Safety</b>													
Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 95,945	1.00	\$ 95,945	1.0	\$ -
Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 75,922	1.00	\$ 75,922	1.0	\$ -
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 65,796	1.00	\$ 65,294	1.0	\$ -
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 65,818	1.00	\$ 65,818	1.0	\$ -
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 67,472	1.00	\$ 67,472	1.0	\$ -
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 66,075	1.00	\$ 56,383	1.0	\$ -
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 67,573	1.00	\$ 67,573	1.0	\$ -
Dispatcher (Eliminated FY20)	1.0	1.0	1.0	1.0	1.0	1.0	-	-		0.00		-	\$ -
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 65,818	1.00	\$ 65,869	1.0	\$ -
Dispatcher	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 67,572	1.00	\$ 67,573	1.0	\$ -
<b>TOTALS</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>9.0</b>	<b>9.0</b>	<b>\$ 637,991</b>	<b>9.0</b>	<b>\$ 627,849</b>	<b>9.0</b>	<b>\$ -</b>
Vacant or changes to position													



Town of Belmont  
Town Administration's Fiscal Year 2023 Budget Recommendation

**POLICE DEPARTMENT**

**OVERVIEW:**

**Budget Overview:**

	FY22 Budget	FY23 Budget	\$ Change	% Change	FY23 Headcount
TOTAL SALARIES	\$6,572,459	\$6,573,687	\$1,228	0.0%	<b>70.02</b>
TOTAL EXPENSES	\$633,865	\$639,165	\$5,300	0.8%	
TOTAL OUTLAY	\$175,000	\$250,000	\$75,000	42.9%	
<b>GRAND TOTAL</b>	<b>\$7,381,324</b>	<b>\$7,462,852</b>	<b>\$81,528</b>	<b>1.1%</b>	

Submitted by: Chief MacIsaac

The Belmont Police Department exists to serve the public, enforce the laws, and maintain order, and to protect the constitutional rights of all people. The members of the Belmont Police Department are committed to working in partnership with all citizens of our community in the delivery of police services, raising the quality of life for all. We promote transparency, dignity, respect and a safe atmosphere by recognizing our responsibility to maintain order, fairly enforce laws and to protect individual rights. The Department strongly believes in collaborating with the community and outside agencies to meet our goal of understanding and serving the needs of the Belmont community by promoting positive values through equitable and impartial policing constant with and reflective of the shared values of the community.

***Divisions/Programs***

The Police Department is comprised of seven different Divisions:

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

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



Town of Belmont  
Town Administration's Fiscal Year 2023 Budget Recommendation

---

The following chart reflects staffing by division.

Head Count	Total
Admin	3
Patrol	35
Detective	5
Traffic	2
Traffic/Records	2
Traffic/parking Control	1.5
Traffic Crossing Guards	7.52
Community Service	5
Joint Public Safety Comm.	9
<b>Total FTE</b>	<b>70.02</b>

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

Department Budget FY23	Salaries	Other Expenses	Total
Administration	428,805	95,924	524,729
Patrol	3,792,171	593,873	4,386,044
Detective	549,683	15,099	564,782
Traffic	499,966	31,731	531,697
Records	80,896	8,606	89,502
Community & Staff Development	476,967	17,268	494,235
Joint Public	745,199	126,664	871,863
<b>Total</b>	<b>6,573,687</b>	<b>889,165</b>	<b>7,462,852</b>



**Town of Belmont**  
**Town Administration's Fiscal Year 2023 Budget Recommendation**

---

**FY23 DEPARTMENTAL ACCOMPLISHMENTS:**

In FY21, the **renovation project** at police headquarters located at 460 Concord Ave has been completed. On August 4, 2019, the Belmont Police Department relocated its operations to temporary trailers located at 40 Woodland Street. On March 10, 2021, the Belmont Police Department moved from the Woodland Street location back into the newly renovated Police Headquarters at 460 Concord Ave. The renovated building at 460 Concord Ave will serve the Police Department and the town well into the future. The members of the BPD are grateful to the residents of Belmont for supporting this project and would like to recognize the volunteers who dedicated countless hours serving on the Building Committee.

**The School Resource Officers** (SROs) at the BHS and Chenery Middle School continue to be a success. In FY21, in cooperation with the School Department, we continue to run and improve on a number of successful school safety drills with both students and school staff. In addition to working with BHS & CMS students during the school year, the SROs in cooperation with the Waltham PD's SROs, continue to participate in the Waltham Summer Youth Police Academy in Waltham. Youths from Belmont, along with the SRO, participated in the two week program held at Waltham High School.

**Social Media:** In an effort to enhance its community engagement and communication with the community, the Belmont Police Department continues to successfully enhance the use of social media as an additional tool for communications with citizens. Our Social Media accounts have been utilized to release Public Service Announcements regarding the Covid-19 Emergency as well as other information considered important to our residents. Social Media continues to be an important tool for police departments around the country in terms of staying connected to the constituents that they serve. Considering the limited resources that the Department can provide to the use of Social Media, both Facebook and Twitter accounts have proven successful. With the Belmont Citizen Herald no longer posting the weekly police blotter, the BPD is now uploading the weekly calls for service onto our department website.

**Policies & Procedures:** In FY21 the department adopted 30 new policies and procedures and continues to release new and updated polices monthly. This effort is underway to reach the goal of achieving department certification and eventually accreditation.

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

**Regional Partnerships**

**Advocates:** The department has been awarded a grant to partner with the Advocates to adopt their Co-Response Jail Diversion Model Program. This program is founded on the understanding that by working together, clinicians and law enforcement can respond most appropriately to the needs of individuals in the community who are in crisis. This Co- Response model requires extensive collaboration between the clinician and patrol officers. The Advocate clinicians will train and work alongside our officers to help respond to crises and to help determine appropriate outcomes.



## Town of Belmont Town Administration's Fiscal Year 2023 Budget Recommendation

---

The BPD anticipates that an Advocate clinician will be on site in late 2021 or early 2022.

**Communities for Restorative Justice (C4RJ):** The department continues its partnership with C4RJ. Communities for Restorative Justice is a community-police partnership that offers restorative justice to those affected by crime. There are three basic principles that all restorative justice programs subscribe to: 1) Crime is violation of people and relationships 2) Crime creates harms, needs, and obligations 3) Those most effected should meaningfully included and empowered. Restorative Justice takes place with willing participants in safe environments.

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

**Crisis Intervention Team:** The department has 15 officers that are trained in Crisis Intervention. These officers are trained to respond to calls for service with civilians as well as providing peer support to police officers and communication officers. Members of the BPD CIT team are part of a regional team with eight police departments inside the greater Boston area. The eight departments make up a Regional Incident Stress Management Team (CISM). The purpose of this program is to help officers prepare for and respond to critical incidents with a focus on their wellness and resiliency. Members of the CISM Team also serve as regional peer support officers to assist participating communities in responding to major critical events and to those officers who have been affected by these incidents.

**Partnership with Stericycle:** The Belmont Police Department acquired a grant that has allowed us to partner with Stericycle for the an approved controlled substance collection site for the residents of Belmont. The Prescription Drop Box is located in the Department lobby and is available to residents 24 hours a day, 365 days a year.

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

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

**Belmont Media Center:** In an effort to keep the community aware of police activity, the department has partnered with Belmont Media Center to broadcast the monthly show 'Ask the Police Chief. Eight episodes have been posted on the Belmont Media site as well as corresponding social media sites. Residents supply questions via email submittals to [collaboration@belmontpd.org](mailto:collaboration@belmontpd.org) and Chief MacIsaac answers the questions on the show. Topics have ranged from overnight parking to electric police vehicles.



## Town of Belmont Town Administration’s Fiscal Year 2023 Budget Recommendation

---

### ADMINISTRATION DIVISION

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

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

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

Administration Program:	FY 21 Actual	FY22 Budget	FY22 Estimate	FY23 Budget
Number of “Policy & Procedures Issued”	30	10	20	20

### PATROL DIVISION

**Purpose and Overview:** The Uniform Patrol Division is the Department’s primary and most visible staff resource. The Patrol Division is responsible for the suppression and prevention of crime, apprehension of criminal offenders, recovery of stolen property, maintaining the peace, enforcing traffic rules and town by-laws. The Patrol Division is divided into Day Patrol, Night Patrol, and Traffic Enforcement. The Day and Night Patrols are assigned throughout the town to increase visibility, enforce the laws and foster positive relationships with our citizens. The Patrol Division responds to calls for service including, but not limited to, domestic violence, robbery, identity theft and mental illness evaluations.

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

1. Goal
  - a. For FY22, maintain prosecutions for operating under the influence (OUI) at the projected Rate for FY 21.
2. Program Outcomes



**Town of Belmont  
Town Administration's Fiscal Year 2023 Budget Recommendation**

---

<b>Patrol Program:</b>	<b>FY 21 Actual</b>	<b>FY22 Budget</b>	<b>FY22 Estimate</b>	<b>FY23 Budget</b>
Number of Responses to Domestic Violence Calls	127	120	130	130
Number of OUI Arrest	9	15	15	15
Arrests	38	50	50	55
Motor Vehicle Theft	14	15	15	15

**TRAFFIC DIVISION**

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

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

1. Goal
  - a. To respond to the needs of the community in relation to traffic and parking issues or concerns.
2. Program Outcomes

<b>Traffic Programs:</b>	<b>FY 21 Actual</b>	<b>FY22 Budget</b>	<b>FY22 Estimate</b>	<b>FY23 Budget</b>
Motor Vehicle Crashes Reported	508	500	500	500
Parking Violations Issued	10,988	11,000	10,500	12,000



Town of Belmont  
Town Administration's Fiscal Year 2023 Budget Recommendation

---

**RECORDS DIVISION**

**Purpose and Overview:** The Records Division is responsible for the management and maintenance of all traffic related reports, police incident reports, arrest information, parking tickets, parking permits, citations and any court related documents or records to be used by the public. Records Division, for FY22, estimates for requests for service to the Traffic Division is 800 and the projected estimate for FY23 for requests for service to the Traffic Division is 800.

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

1. Goal
  - a. To respond to the needs of the community in reference to public information requests
2. Program Outcome
  - a. For FY21, the total public information requests were 710, for FY22 the estimate for public information requests is 800, for FY23 the projected estimate for public information requests is 800.

<b>Records Program:</b>	<b>FY 21 Actual</b>	<b>FY22 Budget</b>	<b>FY22 Estimate</b>	<b>FY23 Budget</b>
Number of public information requests	710	775	800	800

**DETECTIVE DIVISION**

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

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

1. Goal
  - a. To close more cases / investigations.
2. Program Outcome
  - a. For FY21 there were 440 cases investigated.. In FY21 147 gun permits were issued through the Detective Division.



**Town of Belmont  
Town Administration's Fiscal Year 2023 Budget Recommendation**

---

<b>Detective Program:</b>	<b>FY 21 Actual</b>	<b>FY22 Budget</b>	<b>FY22 Estimate</b>	<b>FY23 Budget</b>
Number of Firearm Licenses Processed	147	160	150	150
Number of Cases Investigated	440	875	800	800

**COMMUNITY SERVICES & STAFF DEVELOPMENT**

**Purpose and Overview:** The Community Services & Staff Development Division solicits community participation by identifying problems and working towards solutions through partnership and community engagement. The Lieutenant in charge of this division is responsible for managing all department training including the processing of new student officers and oversees the School Resource Officers (SRO) and the Community Services Office that is assigned to Community Services.

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

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

<b>Community Services Program:</b>	<b>FY 21 Actual</b>	<b>FY22 Budget</b>	<b>FY22 Estimate</b>	<b>FY23 Budget</b>
Number of Officer Training Hours	3,813	3,000	3,000	3,000
School Resource Officers Number of Students BHS & CMS	2,710	2,700	2,700	2,700



**Town of Belmont**  
**Town Administration's Fiscal Year 2023 Budget Recommendation**

---

**SAFETY JOINT COMMUNICATIONS DIVISION**

**Purpose and Overview:** The Joint Public Safety Communications Division is responsible for the handling of all the communication needs of both the Fire and Police Departments, emergency and non-emergency phone lines. This division is responsible for coordinating the response of the Emergency Medical System, through the use of telephones, cell phones, and radio and computer systems. Within this division, the alarm monitoring and billing systems are managed along with the town-wide notification system. This division also receives the telephone calls for all other departments within the town after normal business hours.

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

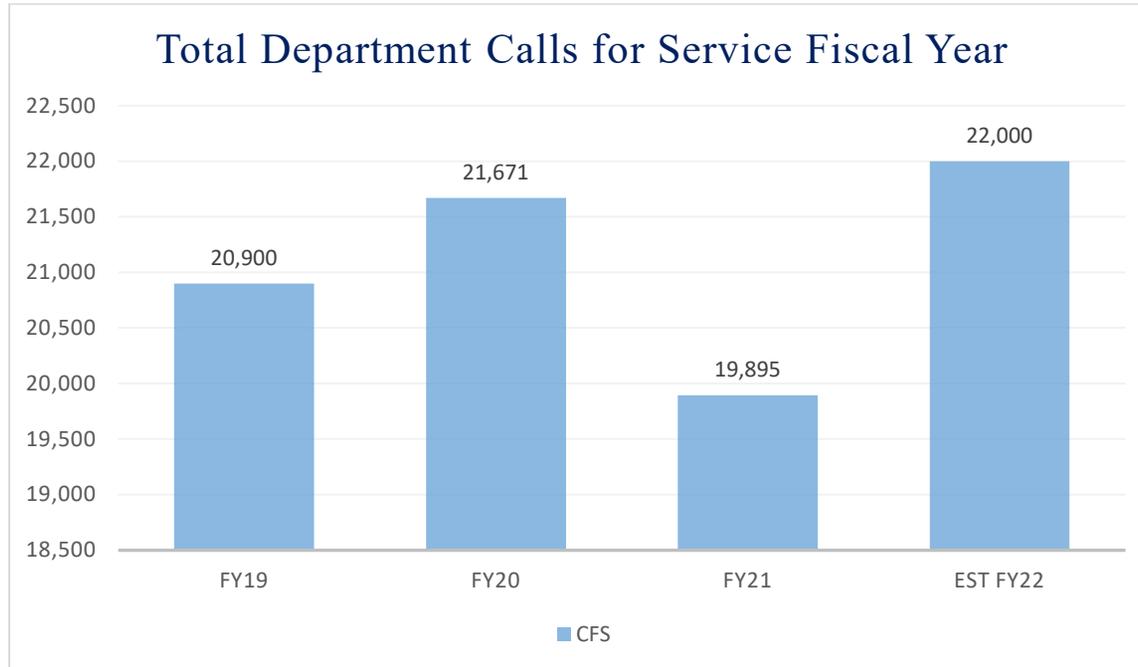
- 1. Goal
  - a. Main goal for FY22 is to continue the review and quality control of all emergency medical dispatch calls.
- 2. Program Outcome
  - a. The case by case evaluation of each EMD call helps to ensure the accuracy of triage and shortens response times leading to improved patient care.

<b>Joint Communications Program:</b>	<b>FY 21 Actual</b>	<b>FY22 Budget</b>	<b>FY22 Estimate</b>	<b>FY23 Budget</b>
Number of Calls for Service	18,975	21,000	22,000	22,000
Number of Incoming Telephone Calls	54,281	58,000	60,000	60,000
Number of EMD Calls	1,017	930	950	950
Number of EMD Evaluated	918	930	950	950
Number of 9-1-1 Calls	2,624	2,300	2,200	2,200



Town of Belmont  
Town Administration's Fiscal Year 2023 Budget Recommendation

---





**Town of Belmont**  
**Town Administration's Fiscal Year 2023 Budget Recommendation**

---

**INNOVATION:**

The Police Department continues striving to enhance our Community Policing Initiative Program, which as noted previously helps to identify and resolve “Quality of Life Issues” within our community. This is accomplished through a collaborative effort, between the residents, the public at large, other town departments and department personnel.

In FY21 the Department continues to use DDACTS to deploy our resources in an efficient manner. DDACTS, Data Driven Approach to Crime and Traffic Safety will allow us to direct resources into those areas of our community where traffic, crime and quality of life issues require our attention. DDACTS requires the organization and timely distribution of crime and incident data to patrol divisions. The success of DDACTS driven operations relies heavily on the Department’s ability to build on, and develop new partnerships with Belmont residents and businesses.

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

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

We have also partnered with the Cambridge and Arlington Police Departments along with 24 public and private agencies working collaboratively to offer resources and services to victims and families of “High Risk” Domestic Violence situations.

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

**CHALLENGES:**

Over the last three fiscal years, FY19, 20 & 21, the Belmont Police Department budget has experienced a total decrease of -11.9%. The Department simply will not be able to provide quality police services if this trend continues. In terms of maintaining equipment, adopting new technology and software, the department will fall significantly behind in these areas. This financial instability has not only impacted our ability to effectively purchase supplies and new technology, but severely impacts the overall moral of the department.

FY20 has brought many additional challenges for law enforcement agencies throughout the United States. We are currently in the midst of a Social Justice movement unlike any that has occurred in our country. The emphasis of change voiced by this movement has been thus far focused squarely on the criminal justice system, including municipal police departments. The Belmont Police Department is fortunate to have had leadership over the last several years that had the foresight to adopt use-of-force



## Town of Belmont Town Administration's Fiscal Year 2023 Budget Recommendation

---

policies that require de-escalation before resorting to force, forbids chokeholds, requires officers to give verbal warnings, exhaust all other reasonable alternatives before resorting to force, requires officers to intervene to stop another officer from using excessive force and requires comprehensive reporting of use-of-force incidents.

As stated in the overview section of this report, our goal is to understand and serve the needs of the Belmont community by providing high quality police services, assisting in resolving problems, and promoting values through equitable and impartial policing consistent with the shared values of our community. The Belmont Police Department is committed to this goal and will work tirelessly to ensure that residents and visitors to Belmont have confidence in that they will be afforded ever courtesy and will be treated with fairness and impartiality when interacting with department personnel.

The budgeted number of 49, while welcoming, staffing needs to be considered when we take into account the developments in Cushing Square, the Uplands, Waverley Square and an additional development at Mclean Hospital. There is a proven correlation between residential occupancy and calls for police services (CFS).

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

**BELMONT PUBLIC SCHOOLS:**

	<b>FY22</b>	<b>FY23</b>	<b>\$ Change</b>	<b>% Change</b>
Total Salaries	\$ 54,615,673	\$ 57,305,264	\$ 2,689,591	4.9%
Total Expenses	\$ 11,589,885	\$ 12,132,358	\$ 542,473	4.7%
Grand Total	\$ 66,205,558	\$ 69,437,622	\$ 3,232,064	4.9%

Town and School Officials as well as Elected Officials, again worked very closely in the budget process to develop a balanced budget recommendation for FY23. Based on available revenues, the Belmont Public Schools total submitted budget for FY23 is \$69,437,622 which is an increase of \$3,232,064 or 4.9%.

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

**MINUTEMAN ASSESSMENT:**

<b>FY22</b>	<b>FY23</b>	<b>\$ Change</b>	<b>% Change</b>
\$ 1,764,269	\$ 1,721,238	\$ -43,031	-2.4%

The Town of Belmont is a member of the Minuteman Vocational School District. Each year Minuteman provides an estimate of the assessment to each member community to fund its annual budget. The estimated FY23 assessment is \$1,721,238 which is a decrease of \$43,031 from the FY22 assessment of \$1,764,269.

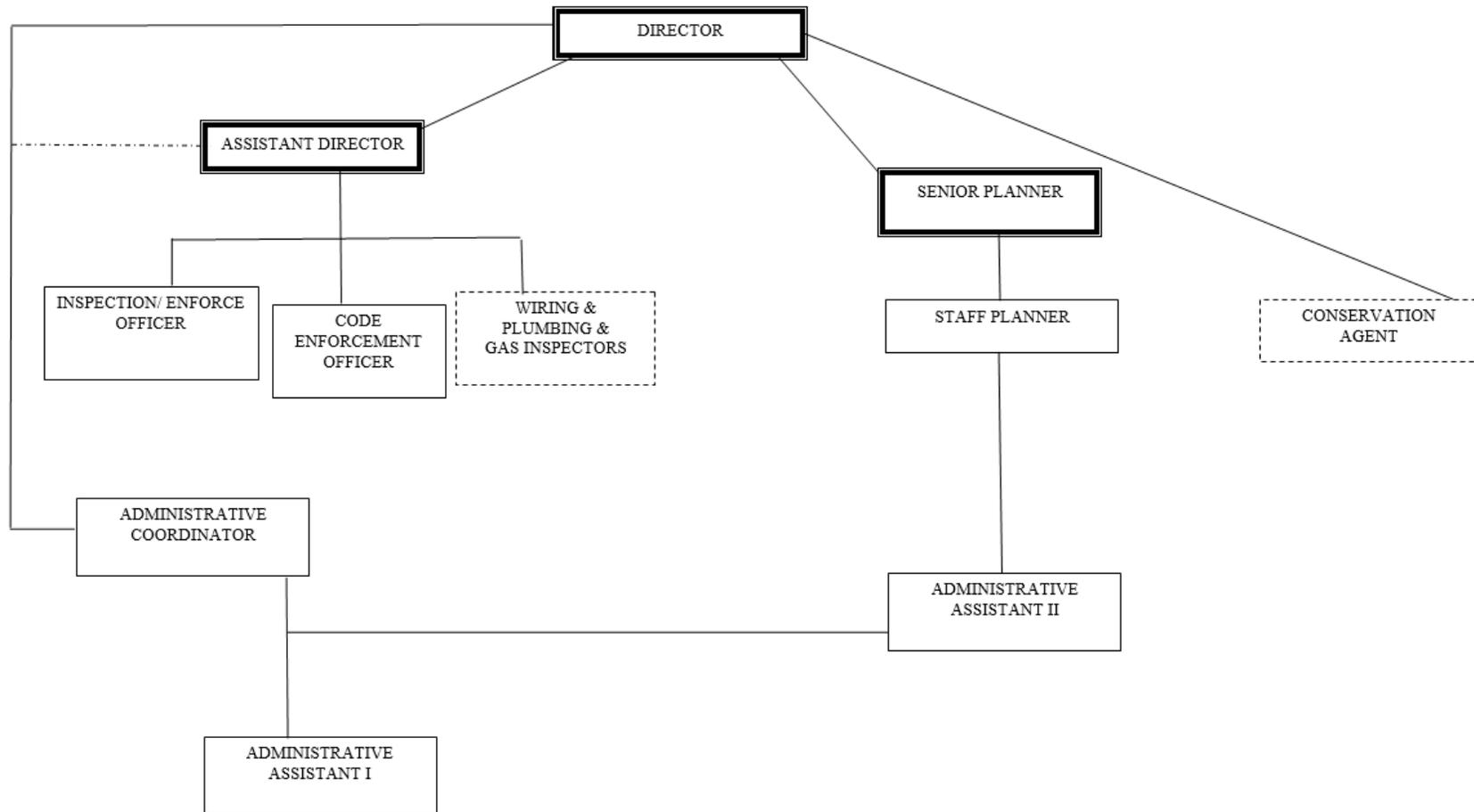
**ABOUT MINUTEMAN:**

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

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

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

# Office of Community Development



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22		DEPT. REQ.	FY23	TA REC	FY23							
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL		FY2023	SAL	FY2023	SAL
<b>Community Development Administration</b>														
Community Development Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$159,745		1.00	\$165,385	1.0	\$165,385
Community Development Asst. Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$115,019		1.00	\$124,693	1.0	\$124,693
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$71,732		1.00	\$71,732	1.0	\$71,732
<b>Total</b>	<b>3.00</b>	<b>\$346,496</b>		<b>3.00</b>	<b>\$361,809</b>	<b>3.0</b>	<b>\$361,809</b>							
<b>Building Inspection</b>														
Administrative Assistant I	0.63	0.63	0.63	0.75	0.75	0.75	0.75	0.75	\$40,915		0.75	\$40,915	0.75	\$40,915
Inspection and Enforcement	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$71,961		1.00	\$71,961	1.0	\$71,961
Inspection and Enforcement	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$84,675		1.00	\$84,675	1.0	\$84,675
<b>Total</b>	<b>2.63</b>	<b>2.63</b>	<b>2.63</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>\$197,551</b>		<b>2.75</b>	<b>\$197,551</b>	<b>2.8</b>	<b>\$197,551</b>
<b>Engineering Services</b>														
Resident Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$88,990		0.00	\$0	-	\$0
Conservation Commission Agent	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	\$25,500		0.38	\$25,500	0.38	\$25,500
<b>Total</b>	<b>1.38</b>	<b>\$114,490</b>		<b>0.38</b>	<b>\$25,500</b>	<b>0.4</b>	<b>\$25,500</b>							
<b>Planning</b>														
Senior Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$103,882		1.00	\$83,962	1.0	\$83,962
Staff Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$72,177		1.00	\$71,461	1.0	\$71,461
Administrative Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	\$57,025		1.00	\$50,049	1.0	\$50,049
<b>Total</b>	<b>3.00</b>	<b>\$233,084</b>		<b>3.00</b>	<b>\$205,472</b>	<b>3.0</b>	<b>\$205,472</b>							
	<b>10.01</b>	<b>10.01</b>	<b>10.01</b>	<b>10.13</b>	<b>10.13</b>	<b>10.13</b>	<b>10.13</b>	<b>10.13</b>			<b>9.13</b>		<b>9.13</b>	
Vacant or changes to position														



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### OVERVIEW:

#### Budget Overview:

	FY 22	FY 23	\$ Change	% Change	FY 23 FTE
Total Salaries	\$974,173	\$884,925	-\$89,248	-10.09%	<b>9.13</b>
Total Expenses	\$117,621	\$111,287	-\$6,335	-5.69%	
<b>Grand Total</b>	<b>\$1,091,794</b>	<b>\$996,212</b>	<b>-\$95,583</b>	<b>-9.59%</b>	

Submitted by: Glenn Clancy

#### **Summary of Program Responsibilities:**

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

- Administration: Coordinate all divisions within the Office of Community Development, administer and monitor request for proposals, grants, contracts, budgets and reimbursements.
- Planning: Provide professional planning services, project related services, and public services to residents, committees/boards, developers, and others concerned about the Town's physical development.
- Engineering Services: Design, review, implement and provide permanent record keeping of infrastructure improvement programs including major road reconstruction and sanitary sewer and storm drain repairs. Provide municipal engineering services.
- Inspection Services: Review permit applications and issue building permits and other land use permits. Investigate and follows-up on building code and zoning and general by-law violations. Conduct inspections required for various certificates. Review and issue plumbing and gas permits.

#### **FY 22 Accomplishments:**

- *Pavement Management Program* – Work was performed with FY22 funding on the following roads:



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

<u>Street</u>	<u>From</u>	<u>To</u>
<b>LOUISE RD</b>	CONCORD AVE	BECKET RD
<b>BRANCHAUD RD</b>	CARLETON RD	WASHINGTON ST
<b>SCOTT RD</b>	PLEASANT ST	RADCLIFFE RD
<b>PEQUOSSETTE RD</b>	OAKLEY RD	PAYSON RD

### Sidewalks

<u>Street</u>	<u>From</u>	<u>To</u>
<b>LOUISE RD</b>	CONCORD AVE	BECKET RD
<b>PEQUOSSETTE RD</b>	OAKLEY RD	PAYSON RD

- *Community Path Project Committee (CPPC)* - Worked with and provided support to the CPPC and consultant team on the design of the path. Ongoing meetings with the MBTA and Mass DOT to satisfy design requirements and meet state and federal funding guidelines.
- *New Middle and High School* - Continued working with the Middle and High School Building Committee and the Middle High School Traffic Working Group to evaluate impacts from the newly installed traffic signals at Concord Avenue and Goden Street. Worked with the School Superintendent and other Town staff to evaluate traffic, drop-off and pick up issues at the new high school.
- *Concord Avenue Bike Lanes and Bus Stops* – Continued working with Transportation Advisory Committee and the MBTA to consolidate bus stops along the Concord Avenue corridor. Also worked to reconfigure the bicycle lanes to make travel safer.
- *New Skating Rink* – Continued working with the Town Administrator, Select Board, and School Committee on financing alternatives to reconstruct the skating rink.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

- *Wellington School Safe Routes to School Project* – Continued working with Mass DOT and a design consultant on final plans for traffic signal upgrades at School Street and Common Street and for sidewalk upgrades near the Wellington Elementary School. Worked with several residents to secure the Right of Way, clearing the way for Mass DOT to bid the project. This is a state/federal funded project. Construction is expected to be completed early summer of 2022.
- *Trapelo Road Culvert* – Worked with the Department of Public Works and the City of Waltham to continue the design process for a new culvert to replace the 100 year old field stone culvert that is failing under Trapelo Road at Beaver Brook. Final approval by the City of Waltham has been delayed. Construction is hoped for 2022.
- *Municipal Vulnerability Preparedness (MVP) Project* – Working with consultant Weston & Sampson secured an Action Grant in the amount of \$195,000 to be used to upgrade our stormwater modeling data to help develop mitigation strategies aimed at improving resiliency to extreme weather events due to climate change.
- *EPA Order on Consent* – Continued working with a consultant to investigate, evaluate, and mitigate sources of illicit discharges to the storm water system. The Town is under order to eliminate illicit discharges by May 2022.
- *Municipal Separate Storm Sewer System DEP* – Worked with DPW to provide required information for this annual stormwater permit issued by the Massachusetts Department of Environmental Protection. Contracted with a consulting engineer to address the many requirements contained in the current five year permit period.
- *Fuel Tanks* -Worked with the Town Administrator, Select Board, DPW, and several residents to evaluate departmental fuel consumption and to make recommendations for the replacement of fuel tanks at the Town Yard.
- *The Commons Sewer Connection* – Worked with residents of 100 Common Street to develop an engineering solution to prevent sewer back-ups at the property. An easement plan for the installation of a pump and force main system was approved by Town Meeting. Construction is expected to be completed in spring 2022.
- *School Street / Orchard Street Traffic Improvements* – Worked with the Transportation Advisory Committee to develop a plan for an all way Stop approach at the intersection to improve bicycle and pedestrian safety. Also, developed a plan to install speed tables on School Street to help mitigate speeding traffic issues. Both measures were approved by the Select Board.
- *Transfer Station (former Incinerator Site)* - Continued to work with an environmental consultant and DEP to finalize environment analysis in order to design a cap for closing the site. Completed work on the demolition of the former incinerator building. The bid price was \$274,600, the final contract amount was \$229,600.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

- *McLean Hospital Development* – Worked with the Planning Board and the developer on permitting for the 150 unit residential development on Zone 3 of the McLean property.
- *MBTA System Upgrades* – Began working with the MBTA on a proposal to improve bus service from Waverley Square. Plans are still in development. Also worked with the MBTA on pedestrian improvements at bus stops near the route 2 Access Road.
- *Lexington Street/Sycamore Street Intersection* – Completed construction on a new set of traffic signals at this location improving pedestrian safety and traffic flow.
- *Marijuana* – Worked with the Planning Board to approve applications for two rental marijuana facilities.
- *Police Station Cell Tower Lease* – Worked with the Town Administrator to final lease documents for the Police Station cell tower.
- *90 Trapelo Road Town Property Sale* – Worked with the Town Administrator to finalize a purchase and sale agreement for a portion of the Trapelo Road Right of Way recently discontinued by Town Meeting for sale to the owner of 90 Trapelo Road.
- *91 Beatrice Circle Comprehensive Permit Application* – Worked with the Zoning Board of Appeals providing administrative and technical assistance reviewing a comprehensive permit application proposing 12 new housing units.
- *Board and Committee Support* – Continued to provide support to several boards and committees including Select Board, Planning Board, Zoning Board of Appeals, Conservation Commission, Historic District Commission, Transportation Advisory Committee, Business Study Committee, Belmont Housing Trust, Community Path Project Committee.

### **DEPARTMENT BUDGET:**

The chart below represents our best estimate of the FY23 functional costs for the department. Benefits are allocated by position. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers comp, and the Town's Medicare match. Town employees are not covered under Social Security. Overtime has been added as a benefit. The "Other" component is a distribution of the operating budget, based on an estimated percentage breakdown of how each position's time is allocated for each of the four primary functions of the department.


**Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation**

	<b>Salaries</b>	<b>Misc Contracts</b>	<b>Other</b>	<b>Total</b>	<b>% of Total</b>
Administrative	\$130,417	\$2,602	\$36,140	\$169,159	17.0%
Engineering*	\$185,526	\$939	\$49,478	\$235,942	23.7%
Inspection	\$192,673	\$3,406	\$51,208	\$247,287	24.8%
Planning	\$211,550	\$511	\$55,847	\$267,907	26.9%
Part-time Inspection**	\$75,915	-	-	\$75,915	7.6%
<b>Total</b>	<b>\$796,081</b>	<b>\$7,457</b>	<b>\$192,673</b>	<b>\$996,211</b>	<b>100%</b>
*1 position is part-time with no benefits					
**Plumbing and Gas and Wiring Inspectors shared with Watertown					

**STAFFING AND STRUCTURE:**

The Office of Community Development was created in 1994 as the result of a consolidation of the Building and Engineering Departments. Engineering staff was trained as building inspectors and two department head positions, the Inspector of Buildings and Town Engineer, were combined into one department Director.

Today, the Office of Community Development is comprised of four divisions, Administrative, Planning, Engineering, and Inspection Services. The Director serves as the head of the department as well as the Town Engineer, Inspector of Buildings, and Zoning Enforcement Officer as designated in the zoning by-law. The Administrative division includes the Assistant Director and oversees all activities in the department, monitoring budgets and administering and processing many contracts and service agreements.

The Engineering division oversees all major infrastructure improvements in the Town including sanitary sewer, storm drain, and road repair work valued into the several millions of dollars. Municipal engineering services are also provided when time and resources allow. The Conservation Agent spends a considerable amount of time managing the Rock Meadow Conservation Land. The Resident Engineer position was eliminated in FY 22 due to lack of funds. Many of the associate duties have been absorbed by the Assistant Director.

Inspectional Services enforces local zoning and general by-laws, as well as state codes and regulations such as the building code and accessibility regulations.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

Much of what this division does is mandated by state law. The Plumbing and Gas Inspector and Wiring Inspector are shared positions with the Town of Watertown. Both positions are not included in the FTE count as the salaries are funded as an "Other Expense" in the Inspection Services division budget.

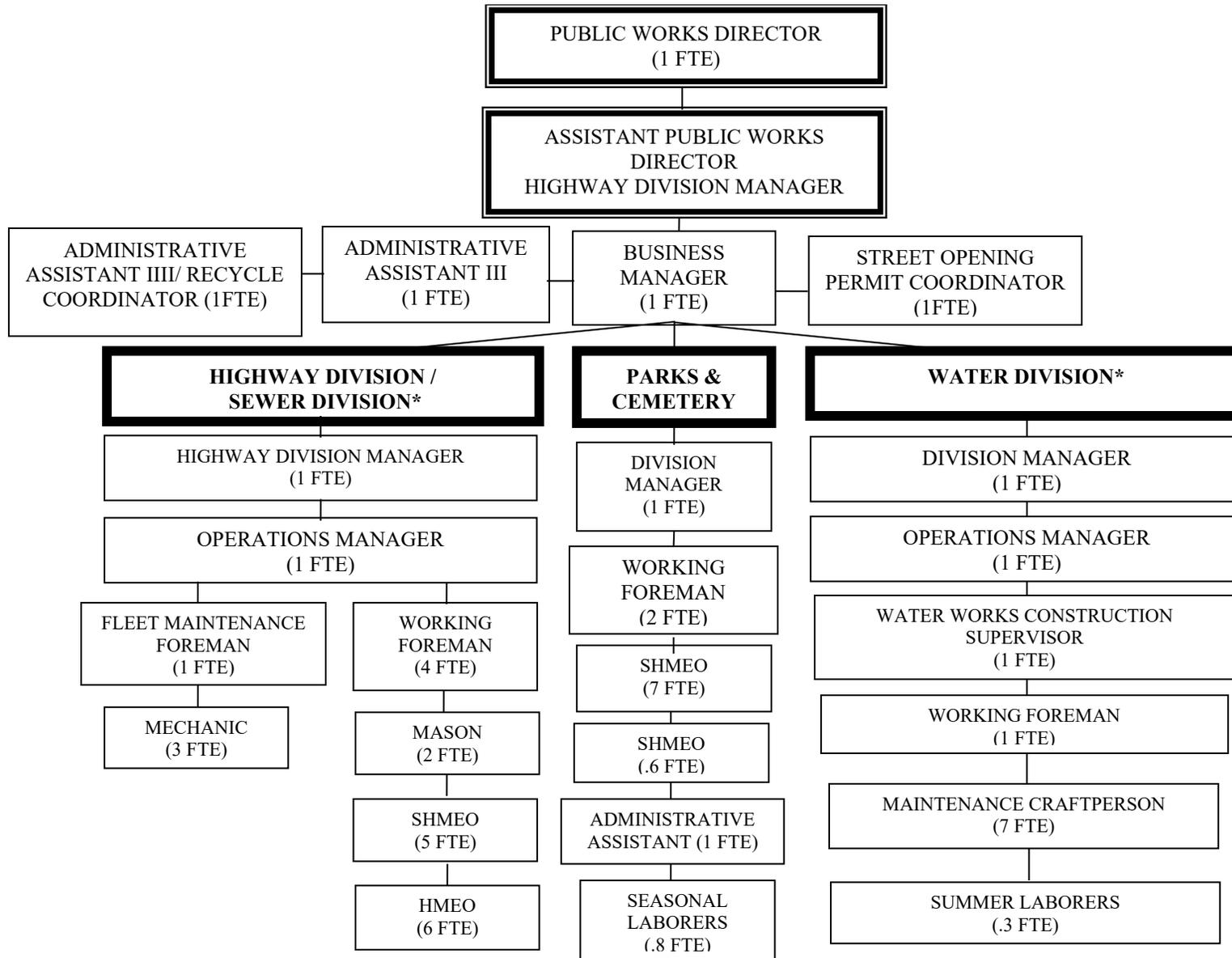
The Planning Division handles land use, economic development, zoning and planning issues for the Town. The Division provides professional "in-house" planning services, project related services including review and discussions of preliminary and final development plans; staff to permanent and temporary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

The FTE for both the Building and Engineering Departments totaled eight prior to the consolidation in 1994. The Office of Community Development maintained 9.97 FTE thru FY17. Due to increased demands on the Planning Division and the Inspectional Services Division, FTEs for the FY18 budget increased to 10.13 FTE. The FY23 FTE count of 9.13 reflects the elimination of the Resident Engineer position in FY 22 due to lack of funding.

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

<b>Office of Community Development FY 23 - FTE</b>					
	<b>Administrative</b>	<b>Engineering</b>	<b>Inspection/ Enforcement</b>	<b>Planning</b>	<b>Total</b>
<b>Director</b>	0.10	0.40	0.25	0.25	1.00
<b>Assist. Director</b>	0.05	0.60	0.15	0.20	1.00
<b>Admin. Asst</b>	0.70	0.15	0.10	0.05	1.00
<b>Con Comm</b>	0.00	0.38	0.00	0.00	0.38
<b>Insp/Enfor Officer</b>	0.50	0.05	1.45	0.00	2.00
<b>PT Admin.</b>	0.15	0.00	0.60	0.00	0.75
<b>Senior Planner</b>	0.05	0.00	0.05	0.90	1.00
<b>Staff Planner</b>	0.15	0.00	0.15	0.70	1.00
<b>Admin. Asst</b>	<u>0.10</u>	<u>0.00</u>	<u>0.25</u>	<u>0.65</u>	<u>1.00</u>
	<b>1.80</b>	<b>1.58</b>	<b>3.00</b>	<b>2.75</b>	<b>9.13</b>

# DEPARTMENT OF PUBLIC WORKS



\* ENTERPRISE FUNDS

Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

<u>Position Classification</u>	<u>FTE</u> <u>FY2016</u>	<u>FTE</u> <u>FY2017</u>	<u>FTE</u> <u>FY2018</u>	<u>FTE</u> <u>FY2019</u>	<u>FTE</u> <u>FY2020</u>	<u>FTE</u> <u>FY2021</u>	<u>FTE</u> <u>FY2022</u>	<u>FY22</u> <u>SAL</u>	<u>FTE</u> <u>FY2023</u>	<u>DEPT. REQ.</u> <u>SAL</u>	<u>FTE</u> <u>FY2023</u>	<u>TA RECOMMENDED</u> <u>SAL</u>
<b><u>Public Works Administration</u></b>												
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 154,080	1.0	\$ 154,080	1.0	\$ 154,080
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 89,414	1.0	\$ 89,414	1.0	\$ 89,414
Admin Assistant III/Recycle Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 56,656	1.0	\$ 72,690	1.0	\$ 72,690
<b>Total</b>	<b>3.0</b>	<b>300,150</b>	<b>3.0</b>	<b>316,184</b>	<b>3.0</b>	<b>316,184</b>						
<b><u>Street Maintenance</u></b>												
Highway Division Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 133,609	1.0	\$ 133,609	1.0	\$ 133,609
Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 93,772	1.0	\$ 93,772	1.0	\$ 93,772
Working Foreman	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,250	1.0	\$ 74,250	1.0	\$ 74,250
Street & Trench Coord & Insp	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 77,905	1.0	\$ 77,606	1.0	\$ 77,606
SHMEO/Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 52,060	1.0	\$ 50,839	1.0	\$ 50,839
SHMEO/Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 54,881	1.0	\$ 54,881	1.0	\$ 54,881
<b>Total</b>	<b>6.0</b>	<b>\$ 486,477</b>	<b>6.0</b>	<b>\$ 484,957</b>	<b>6.0</b>	<b>\$ 484,957</b>						
<b><u>Central Fleet Maintenance HWY Facilities</u></b>												
Shop Foreman	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 70,440	1.0	\$ 78,006	1.0	\$ 78,006
Mechanic	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 60,892	1.0	\$ 67,524	1.0	\$ 67,524
Mechanic	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 67,524	1.0	\$ 67,524	1.0	\$ 67,524
Mechanic	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 54,141	1.0	\$ 60,214	1.0	\$ 60,214
<b>Total</b>	<b>4.0</b>	<b>\$ 252,998</b>	<b>4.0</b>	<b>\$ 273,269</b>	<b>4.0</b>	<b>\$ 273,269</b>						
<b><u>Forestry</u></b>												
HMEO/Laborer	1.0	1.0	1.0	1.0	1.0	1.0	-	\$ -	-	\$ -	-	\$ -
Tree Warden/Arborist	1.0	1.0	1.0	1.0	1.0	1.0	-	\$ -	1.0	\$ 75,000	-	\$ -
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>-</b>	<b>\$ -</b>	<b>1.0</b>	<b>\$ 75,000</b>	<b>-</b>	<b>\$ -</b>
<b><u>Collection and Disposal</u></b>												
Recycling Coordinator	0.6	0.6	0.6	0.6	0.6	0.6	0.6	\$ 44,533	-	\$ -	-	\$ -
HMEO Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 43,756	-	\$ -	-	\$ -
<b>Total</b>	<b>1.6</b>	<b>88,289</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>						

Department of Public Works

Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED						
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	SAL
<b><u>Cemetery</u></b>												
Manager	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 52,936	0.5	\$ 52,936	0.5	\$ 52,936
Administrative Assistant	0.5	0.5	0.5	0.5	0.5	0.5	1.0	\$ 53,589	1.0	\$ 54,553	1.0	\$ 54,553
Part Time On call	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 10,936	0.2	\$ 10,936	0.2	\$ 10,936
Part Time On call	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 14,581	0.2	\$ 14,581	0.2	\$ 14,581
Part Time On call	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 11,311	0.2	\$ 11,311	0.2	\$ 11,311
SHMEO/Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 54,609	1.0	\$ 54,881	1.0	\$ 54,881
SHMEO/Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 48,103	1.0	\$ 49,859	1.0	\$ 49,859
SHMEO/Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 51,700	1.0	\$ 53,626	1.0	\$ 53,626
Working Forman	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,162	1.0	\$ 72,162	1.0	\$ 72,162
<b>Total</b>	<b>5.7</b>	<b>5.7</b>	<b>5.7</b>	<b>5.7</b>	<b>5.7</b>	<b>5.6</b>	<b>6.1</b>	<b>369,927</b>	<b>6.1</b>	<b>374,846</b>	<b>6.1</b>	<b>374,846</b>
<b><u>Parks</u></b>												
Manager	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 52,936	0.5	\$ 52,936	0.5	\$ 52,936
Working Foreman	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,162	1.0	\$ 72,162	1.0	\$ 72,162
SHMEO/Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 53,702	1.0	\$ 54,609	1.0	\$ 54,609
SHMEO/Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 54,609	1.0	\$ 48,103	1.0	\$ 48,103
SHMEO/Laborer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 50,617	1.0	\$ 52,492	1.0	\$ 52,492
Seasonal Laborers	0.8	0.8	0.8	0.8	0.8	0.8	0.8	\$ 30,680	0.8	\$ 30,680	0.8	\$ 30,680
<b>Total</b>	<b>5.3</b>	<b>314,705.7</b>	<b>5.3</b>	<b>310,981</b>	<b>5.3</b>	<b>310,981</b>						
<b>Grand Totals:</b>								<b>\$ 1,812,546</b>	<b>25.4</b>	<b>\$ 1,835,237</b>	<b>24.4</b>	<b>\$ 1,760,237</b>

Vacant or changes to position



**DEPARTMENT OF PUBLIC WORKS**

**OVERVIEW:**

**Budget Overview:**

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>\$ Change</b>	<b>% Change</b>	<b>FY23 FTE</b>
Total Salaries	\$2,046,902	\$2,156,120	\$109,218	5.3%	<b>49.7</b>
Total Expenses	\$5,234,330	\$5,315,744	\$81,414	1.6%	
Total Outlay	\$79,880.00	\$79,880.00	\$-	0.0%	
<b>Grand Total</b>	<b>\$7,361,112</b>	<b>\$7,551,744</b>	<b>\$190,632</b>	<b>2.6%</b>	

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

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

***ADMINISTRATION***

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

***HIGHWAY DIVISION***

- *Street Maintenance:* - The Highway Division repairs, patches, maintains, cleans, signs and paints crosswalks, center and parking lines on Belmont's 77.86 miles of public ways, 8.18 miles of private ways and 97.34 miles of sidewalks. All public and private roads are cleared and treated during snow and ice conditions. The Highway Division maintains a 24-7-365 emergency response capability for all Highway programs and other Departments that requires support and assistance.
- The Highway Division is responsible for the cleaning, planting, mowing and maintenance of 52 separate deltas, islands and public spaces totaling about 53 acres.
- *Sanitary Sewer Maintenance:* - The Highway Division is responsible for the maintenance, construction and repair of the sanitary sewer system. This includes 76 miles of main lines, 6,700 service lines to buildings on both public and private ways and three pumping stations. This program is user fee funded and sanitary sewer fees are based on 100% of metered water consumption with the rates set annually by the Select Board.
- *Stormwater Maintenance:* - The Highway Division is responsible for the maintenance, construction and repair of the storm drain system. This includes 54 miles of main lines, one pumping station and 2,000 catch basins. As the local brooks, streams and water bodies are receiving waters for the storm drain system the Highway Division provides maintenance of these resources. This program is funded as part of the sanitary sewer user fee.



**Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation**

- *Central Fleet Maintenance:* - The Highway Division manages a Central Fleet Maintenance operation for all town-owned vehicles and equipment. Staff provides a wide range of vehicle maintenance and repair services at this facility. This is also the base facility for all Highway Division operations and provides storage for all Highway Division vehicles, some Parks & Cemetery Division vehicles as well as the Health Department Animal Control pick-up truck.
- *Forestry Service:* - For FY22, the DPW Director and the Asst. DPW Director are Acting Tree Wardens. DPW contracts with a tree service company to care for, remove, and replant the 10,000 or so public shade trees. Public Works staff also assists in this program as necessary.
- *Solid Waste Collection and Disposal:* - This program provides trash collection and disposal, recycling collection and marketing and yard waste collection and commercial composting by contract to serve 10,000 residential households and public buildings. Also supported is the Transfer Station site on Concord Avenue (the former Incinerator Site) and supported is the of the Town's participation in a regional Household Hazardous waste program. Belmont participates in a regionalized effort to offer monthly events for Belmont residents to dispose of their household hazardous materials in a safe and economic manner.
- *Street Lighting:* - This is an administrative program to fund the electricity and maintenance of street lights.

***PARKS AND CEMETERY DIVISION***

- *Parks:* - Parks provides for the cleaning, mowing, maintenance, repair and improvement of the resources for school athletics and recreational enjoyment for 62 acres of athletic fields, parks, tennis courts, basketball courts and tot lots including the operation of the Skip Vigliolo Skating Rink and Underwood Pool.
- *Cemetery Maintenance:* - The administration of the Belmont Cemetery is governed by the obligations created by M.G.L. Chapter 114. Responsibilities include cleaning, mowing, maintenance, repair and improvement of two cemeteries totaling 24 acres. In addition, staff provides a wide variety of services including selling grave lots, meeting grieving families' needs, coordinating with funeral homes, interments and providing information for the general public.

***WATER DIVISION:***

- *Water Administration:* - The Water Division administration is responsible for managing the administrative functions that maintain the water distribution system and reinvest in the water infrastructure as well as to provide reliable, safe drinking water in adequate quantities for domestic and business use as well as for public safety firefighting to the community. In addition, the Water Division is responsible for compliance with the USEPA Safe Drinking Water Act and Mass DEP regulations.
- *Water Distribution and Maintenance Services:* - The Water Distribution and Maintenance program performs all maintenance and repair functions for the Towns' 93 miles of water main pipes and 2,743 gate valves in the water distribution system, 824 fire hydrants and about 7,745 individual water service pipes on both a scheduled and emergency basis maintaining a 24-7-365 emergency response capability.

***STAFFING:***

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

<b>FTE - FY23 STAFFING</b>	<b>Full Time</b>	<b>Part Time</b>	<b>Total</b>	<b>% of Total</b>
Administration	3	0	3	6.0%
Street Maintenance	6	0	6	10.1%



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

Central Fleet Maintenance	4	0	4	6.0%
Forestry	1	0	1	1.5%
Delta & Grounds Maintenance	0	0	0	0.0%
Solid Waste Collection & Disposal	0	0	0	2.3%
Street Lighting	0	0	0	0.0%
Cemetery Maintenance	5.5	0.6	6.1	8.5%
Parks & Facilities Maintenance	4.5	0.8	5.3	7.9%
Water Administration	2	0	2	3.0%
Water Distribution	10	0.3	10.3	15.5%
Sewer Maintenance	8	0	8	12.0%
Stormwater Maintenance	4	0	4	6.0%
<b>Total</b>	<b>48</b>	<b>1.7</b>	<b>49.7</b>	<b>100.0%</b>

### **FY22 ACCOMPLISHMENTS:**

#### ***ADMINISTRATION***

- Successfully completed the 4th year of the automated trash and recycling system. The automated trash and recycling collection system positions the Town to be in the most efficient collection system to date, saving time, money and resources in future contracts.
- Finalized new SMART water meter system town-wide and converted to monthly billing.
- Updated final funding installment (CPA funds FY22) for Town Field Playground Project. This is to address the volatile construction market. Estimated start time for construction is late summer early fall of 2022.
- Working with the “Friends of Payson Park” on the second installment of funding final design and construction.
- Working with the Cemetery Commission on a preliminary CPA application for a preservation and restoration master plan for the Belmont Cemetery located on Grove Street.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

- Successfully completed the 2<sup>nd</sup> year of curbside mattress recycling. Instead of throwing away mattresses and box springs as trash, the town has partnered with Green Mattress in Natick where more than 82% of mattresses and box springs can be recycled. Since we started the program, the town is- on pace to recycle more than 3,000 mattresses and box springs by the end FY22.
- Successfully completed our 2<sup>nd</sup> year with Black Earth Compost from Gloucester, residents of the town would receive preferred pricing for weekly curbside organics collection. To date, over 900 Belmont households have signed up for weekly curbside organics collection.
- Jay Marcotte, DPW Director and Michael Santoro, Asst. DPW Director have been assigned to be Co-Acting Tree Wardens for the Town of Belmont. This will be up to one fiscal year until appropriate funding can be identified to hire a full time Tree Warden.
- Continued support and assistance for the DPW/BPD Building Committee's requests with labor, material, space or equipment was needed.
- Continued support and assistance for the Belmont Middle/High School Building requests with labor, material, space, or equipment was needed.
- DPW representative to the Transportation Advisory Committee, Community Path Project Committee, Water Advisory Board, DPW/BPD Building Committee, High School/Middle School Transportation Committee, Cemetery Commission, Community Preservation Committee, Energy Committee and a variety of Boards, Commissions and Committee's as required.
- Continued coordination with the Office of Community Development regarding their FY22 Pavement Management and the Water Divisions Water Main replacement program.
- Working with Community Development, continued support of the recent Stormwater Bylaw and the Residential Snow Removal Bylaw.
- On-going work with the MA DEP in regards to the regulatory process of capping the former ash landfill at the Incinerator Site.
- Continued to work with and provide staff support to the Board of Cemetery Commissioners and Water Advisory Board.
- Continued management, procurement and specifications of the vehicle/equipment replacement program.
- Prepare, award and administer all contracts related to outside services and/or materials for most town departments.
- Worked with the Belmont Boosters Club, School Athletic Department and Belmont Youth Hockey Association in acquiring a new scoreboard at the skating rink.
- Represented the Town as a member of the Massachusetts Water Resources Authority Advisory Board and the Arlington-Belmont-Cambridge Stormwater Committee.
- Provided training for DPW supervisors, equipment mechanics, equipment operators for their respective activities as well as providing supervisors and staff specific training to improve ice and snow operations.
- Updated the water and sewer financial plan.

### ***HIGHWAY DIVISION:***

- Worked with Community Development in repairing over 30,000 square feet of public sidewalks.
- Plan, procured, organized, directed and administered private contractors for snow and ice operations.
- On-going work with our consultants to fine tune the town wide sidewalk management.
- On-going administrative duties as the representative with the Regional Household Hazardous Waste Program and community sanitation.

### ***PARKS & CEMETERY DIVISION:***

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



**Town of Belmont - Town Administration’s Fiscal Year 2023 Budget Recommendation**

- Recently acquired the maintenance and upkeep of the grounds of the new Phase I High School.

**WATER DIVISION:**

- Continued the 27<sup>th</sup> year of a 30-year Water Main System Improvement Plan. For FY22, the work to be completed is an estimated 6,970 linear feet of new water main being installed on Sherman, Hammond Road, Fletcher Road, Van Ness Road and Gorham Road,
- Finalized new SMART water meter system town-wide and converted to monthly billing. Smartmeters will allow The Town and our customers to be able to be better and more knowledgeable consumers.
- Continued annual water system Leak Detection Program, in which a total of 15 leaks were identified and repaired. These repairs help the water department reduce un-accounted for water loss. Our un-accounted for water loss for calendar year 2020 was 14% which is almost at the MWRA goal. MWRA’s benchmark is for un-accounted for water to be 12% or under.
- Continued efforts in the state mandated annual water system “Cross Connection Control Program” with an internal program utilizing our DPW staff. Using Water Division staff to conduct all surveys as well as the semi-annual testing of backflow devices. This represents a continued budgeted savings of approximately \$15,000 annually.
- Continued annual Hydrant Flushing Program. This program involves 824 hydrants and ensures all Town owned fire hydrants are in full functioning order. This also helps to minimize taste and odor complaints, dislodge biofilm, remove colored water and reduce turbidity.
- Continued weekly Water Quality Testing. (8 pre-approved sites).
- Continued annual Lead and Copper Sampling is repetitively conducted at 17 Department of Environmental Protection approved sampling sites to assure compliance with water quality regulations.

**STAFFING AND STRUCTURE:**

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

**DEPARTMENT BUDGET:**

The chart below represents the actual budgeted expenses by category.

<b>FY23 BUDGET BY PROGRAM</b>	<b>Salaries</b>	<b>Other</b>	<b>Total</b>
Administration	\$318,842	\$14,440	\$333,282



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

Street Maintenance	\$583,016	\$209,190	\$792,206
Central Fleet Maintenance	\$286,333	\$271,740	\$558,073
Forestry	\$-	\$403,845	\$403,845
Solid Waste Collection & Disposal	\$19,668	\$3,307,915	\$3,327,583
Street Lighting		\$270,000	\$270,000
Cemetery Maintenance	\$417,370	\$111,190	\$528,560
Parks & Facilities Maintenance	\$401,442	\$172,424	\$573,866
Snow Removal	\$129,449	\$634,880	\$764,329
<b>GENERAL FUND TOTAL</b>	<b>\$2,156,120</b>	<b>\$5,395,624</b>	<b>\$7,551,744</b>



**GOALS, PROGRAM PERFORMANCE MEASURES, DESCRIPTION OF FUNCTION:**

***ADMINISTRATION:***

1. Goals

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

2. Program Performance Measures

<b>Administration - Performance Measures</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimated</b>	<b>FY23 Projected</b>
Street Opening Permits Issued (each)	234	555	350	350
Composters Sold (each)	13	30	20	20
Trees – Request for Service (each)	431	400	400	400

3. Description of Function

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

***STREET MAINTENANCE***

1. Goals:

- Provide maintenance with snow and ice control to all public ways and minor maintenance to private ways.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### 2. Program Performance Measures:

<b>Street Maintenance (incl. Snow &amp; Ice Control) Performance Measures</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimated</b>	<b>FY23 Projected</b>
Public Way Maintained (miles)	77.86	77.66	77.86	77.86
Private Way Maintained (miles)	8.18	8.15	8.18	8.18
Sidewalk Replaced (square feet)*	51,711	30,000	30,000	30,000
Snow Removed from Public & Private Ways & Town Owned Lots (inches)	51.4	50	51.4	51.4
Signs Installed / Replaced (each)	206	50	200	200
Roadway Center and Fog Lines Repainted (miles)	60	70	60	60
Crosswalks Repainted (each)	222	500	222	222
Handicap Parking Spaces Repainted (each)	81	35	81	81
Parking Spaces Repainted (each)	906	275	906	906
Asphalt for Patching Potholes (tons)	152.4	500	300	300

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

### 3. Description of Function:

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



***SANITARY SEWER MAINTENANCE***

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

<b>Sewer Maintenance - Performance Measures</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimated</b>	<b>FY23 Projected</b>
Sanitary Sewer Pipeline Maintained (miles)	76	76	76	76
Restore Service to Main Sewer Pipeline (pipeline blockages) (each)	41	20	40	40
Restore Service to Buildings (pipeline blockages) (each)	162	250	200	200
Provide Preventative Maintenance to Buildings (each)	0	0	0	0

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

***STORM SEWER MAINTENANCE***

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



2. Program Performance Measures:

Stormwater Maintenance - Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budgeted	Estimated	Projected
Storm Drain Pipeline Maintained (miles)	54	54	54	54

3. Description of Function

Provide the maintenance of 54 miles of storm sewer main lines, 1,147 manholes and 2,000 catch basins. As the local brooks, streams and water bodies are receiving waters for the storm drain system the Highway Division provides maintenance of these resources as well.

***CENTRAL FLEET MAINTENANCE:***

1. Goals:

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

2. Program Performance Measures:

Central Fleet Maintenance - Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budgeted	Estimated	Projected
Pieces of Equipment maintained	546	540	546	546
Equipment Maintenance/Repairs Completed	950	2,000	1,500	1,500



**Town of Belmont - Town Administration’s Fiscal Year 2023 Budget Recommendation**

---

3. Description of Function:

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

***FORESTRY SERVICE:***

1. Goals

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

2. Program Performance Measures

<b>Forestry - Performance Measures</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimated</b>	<b>FY23 Projected</b>
Trees Planted (each)	0	140	140	140
Trees Removed (each)	111	125	187	190
Trees Trimmed (each)	132	125	262	250

3. Description of Function

The DPW Director and the Asst. DPW Director are Co-Acting Interim Tree Wardens and contracts with a tree service company to care for, remove, and replant public shade trees.

***STREET MAINTENANCE (continued)***

1. Goals

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



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

### 2. Program Performance Measures

<b>Deltas &amp; Grounds Maintenance - Performance Measures</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimated</b>	<b>FY23 Projected</b>
Acres Maintained	53	53	53	53

### 3. Description of Function

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

### *SOLID WASTE COLLECTION & DISPOSAL*

#### 1. Goals

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

### 2. Program Performance Measures

<b>Solid Waste Collection &amp; Disposal - Performance Measures</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimated</b>	<b>FY23 Projected</b>
Trash Collected (tons)	6,385	6,800	6,800	7,000
Special Drop off Events	2	6	2	3
Bulk Items Collected	3,656	4,800	4,800	4800
Mattresses Collected	1,200	1,200	1,800	2000



**Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation**

---

Overflow Bags Collected	1,173	1,720	1,200	1200
-------------------------	-------	-------	-------	------

3. Description of Function

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

***STREET LIGHTING***

1. Goals

- Provide funding for street lighting.

2. Program Performance Measures

<b>Street Lighting -</b>	<b>FY21</b>	<b>FY22</b>	<b>FY22</b>	<b>FY23</b>
<b>Performance Measures</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Projected</b>
Number of Streetlights	2,400	2,400	2,400	2,400

3. Description of function

Provide street lighting.

***PARKS & FACILITIES***

1. Goals

- Provide for the cleaning, mowing, maintenance, repair and improvement of the resources for school athletics and recreational enjoyment for about 62 acres of athletic fields, parks, tennis courts, basketball courts and tot lots. Also included is the operation and maintenance of the Skip Viglirolo Skating Rink and the Underwood Pool.

2. Program Performance Measures

<b>Parks &amp; Facilities -</b>	<b>FY21</b>	<b>FY22</b>	<b>FY22</b>	<b>FY23</b>
<b>Performance Measures</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Projected</b>



**Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation**

Acres Maintained	62	62	62	62
Operate Skip Vigliolo Skating Rink (days)	119	140	126	126

3. Description of Function

Provides for the cleaning, mowing, maintenance, repair and improvement of the resources for school athletics and recreational enjoyment for about 62 acres of athletic fields, parks, tennis courts, basketball courts and tot lots including the operation of the Skip Vigliolo Skating Rink and Underwood Pool.

***CEMETERY MAINTENANCE***

1. Goals

- Provide internments as necessary and clean, mow, maintain, repair and improve two cemeteries totaling 24 acres.

2. Program Performance Measures:

<b>Cemetery Maintenance - Performance Measures</b>	<b>FY21</b>	<b>FY22</b>	<b>FY22</b>	<b>FY23</b>
	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Projected</b>
Acres maintained	24	24	24	24
Internments	123	110	120	120

3. Description of Function

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



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### *WATER ADMINISTRATION*

#### 1. Goals

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

#### 2. Program Performance Measures

<b>Water Administration - Performance Measures</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimated</b>	<b>FY23 Projected</b>
Water Main Replacement Program	0	7,500	6,972	4,000
Water Quality Samples (each)	416	416	416	416
Lead & Copper Water Samples (each)	15	15	15	15
Completed DEP Reports (each)	1	0	1	1

#### 3. Description of Function

To provide management for the administrative functions for maintenance of the water distribution system and reinvestment in the water infrastructure to provide reliable, safe drinking water in adequate quantities for domestic and business use as well as for public safety firefighting to the community. In addition, the Water Division is responsible for compliance with the USEPA Safe Drinking Water Act. Provide staff support for the Water Advisory Board.

### *WATER DISTRIBUTION AND MAINTENANCE SERVICES:*

#### 1. Goals

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



**Town of Belmont - Town Administration’s Fiscal Year 2023 Budget Recommendation**

---

2. Program Performance Measures

<b>Water Distribution &amp; Maintenance - Performance Measures</b>	<b>FY21 Actual</b>	<b>FY22 Budgeted</b>	<b>FY22 Estimated</b>	<b>FY23 Projected</b>
Maintain & Operate Water Distribution System	93	91	93	93
Maintain & Flush Fire Hydrants (Adding hydrants during Water Main replacement program)	824	245	824	824
Repair Emergency Water Main Breaks (each)	23	10	10	10

3. Description of Function

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

**INNOVATION:**

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

**OPPORTUNITIES:**

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

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


**CHALLENGES:**
***DAILY CHALLENGES***

The tax supported programs within the Public Works budgets have been reviewed, adjusted, trimmed, consolidated and cut for many years since the passage of Proposition 2 ½ in 1981. The impact of these changes has reduced our ability to provide service to our residents and the general public and to adequately maintain our investment in the infrastructure of the community. Cuts, level funding or minimal increases of service and supply items has eliminated the flexibility within the budget to fund any significant change in conditions. Since the DPW has many weather related services and programs it is often very challenging to stay within the appropriated budget. Also, within the last 26 years, Public Works permanent staff has been reduced by 27 percent and seasonal staff has been reduced by 58 percent. The staffing in the Highway Division alone has been reduced by 40%.

Since Public Works provides such a wide variety of services, and the Town generally does not eliminate services, the impact of these changes for most people is a subtle reduction in some services. For the staff it has been a significant challenge to provide quality service to the residents. A few examples are: reduced maintenance and delays in non-emergency repairs for the streets, reduced frequency of street sweeping, reduced litter collection in business areas and public parking lots and reduced care of deltas and grounds. Best management practices require that the sanitary sewer and storm drain systems are routinely cleaned to minimize the disruption of service but this is impossible under the current staffing limitations. Since some of our services demand immediate attention for public health or public safety, other routine services are frequently delayed. It is the nature of Public Works operations to be constantly adjusting to changing conditions both from weather as well as a service perspective.

***LONG TERM CHALLENGES***

- *Roads and Sidewalks:* The ability to adequately and consistently fund the road and sidewalk maintenance and construction repair budgets have been aided by the most recent override. These assets are critical to maintain the quality of life in Town. In addition, the timely investment in this infrastructure will not only improve the functionality and appearance of the Town but will be more cost effective. While the Pavement Management Program is administered by the Community Development Department, DPW is responsible for maintenance.
- *Skip Vigilolo Skating Rink:* The Skip Vigilolo Skating Rink is well past its useful life and although the Town upgraded some of the ice making equipment (2005/6) this facility is still in need of a plan to address its eventual replacement. This facility is used for school athletic programs, local hockey groups, private rentals and programs for residents. Planning is vital if the town is to have a functional rink in the future.
- *Former Incinerator Site:* The former Incinerator Site's ash landfill is under a DEP Consent Order to cap the landfill. The process of deciding on the post-closure use of this site as well as to fund both the construction for capping and post closure use of this site is underway. This is a key step in completing the conveyance of this property from the State to the Town.
- *Water and Sewer Rate Increases:* The Water, Sanitary Sewer and Stormwater enterprise programs continue to be a concern with rising rates primarily caused by the Massachusetts Water Resources Authority (MWRA) water and sewer assessments and our reinvestment in the Towns water and sewer systems driven by both need and/or regulatory requirements. The MWRA assessments are about 42% of the water budget and 59% of the sewer budget. We continue to financially balance the operational, infrastructure and regulatory needs of these systems with reasonable rates for our customers.
- *New Public Works Facility:* The Town just recently finished a \$1.3 Million dollar partial renovation to the DPW garage. Stated from the beginning as a temporary 10 year fix, the new partial renovation has adequate locker and bathroom facilities for both male and female employees that are ADA compliant. The renovation also

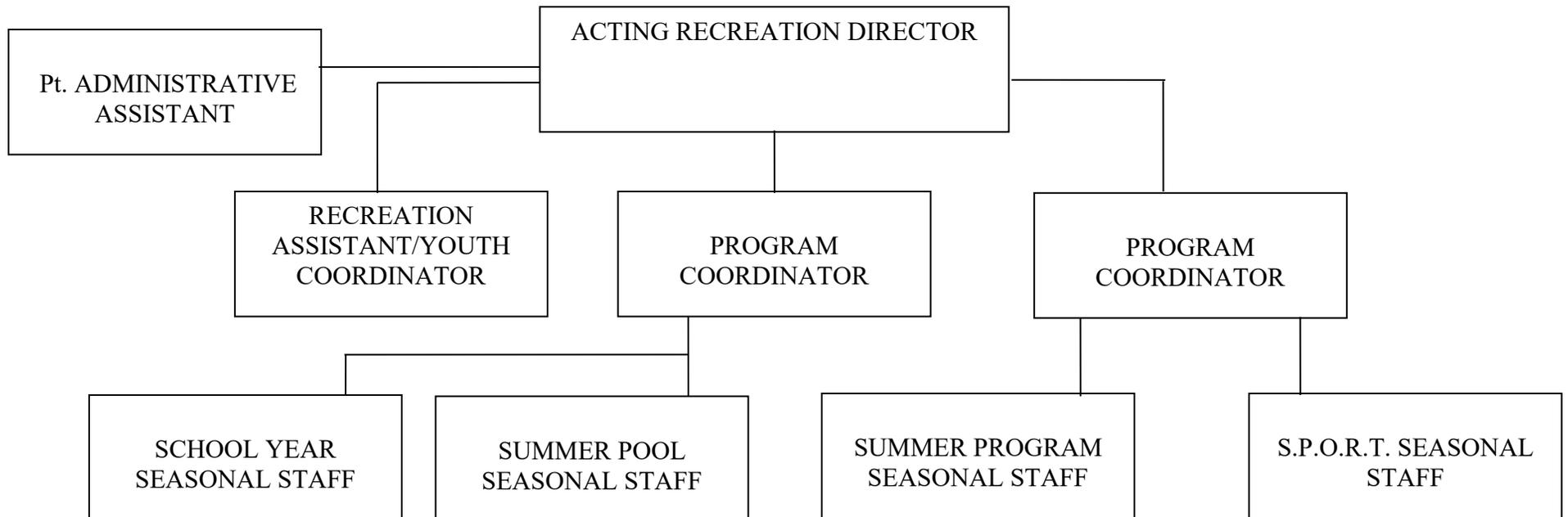


## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

addressed adequate offices and training rooms along with a modern kitchen. The estimated cost for a new DPW facility is around \$39 million dollars. This is based on a 2002 Facilities Audit that determined that most of the major Public Works buildings and facilities are less expensive to replace than upgrade to current standards. The Town commissioned a study in 2005 for a Feasibility and Programming Study for a new Public Works facility to replace the existing scattered group of aging buildings. At that time this facility was estimated to cost about \$20M and would provide a modern, efficient facility as well as allow all of the staff and equipment to work from a single location providing operational efficiency. The Public Works facility was identified in the FTF Report as a project which is ready to move forward.

# RECREATION DEPARTMENT



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED							
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	SAL
<b>Assistant Town Administrator</b>													
Acting Recreation Director	-	-	-	-	-	-	-	-	-	1.0	\$ 96,221	1.0	\$ 96,221
Assistant Recreation Director	1.0	1.0	1.0	1.0	-	-	1.0	1.0	\$ 84,446.00	-	-	-	\$ -
Office Manager	1.0	1.0	1.0	1.0	1.0	1.0	-	-	\$ -	-	\$ -	-	\$ -
Program Coordinator Non-Union	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 68,082	1.0	\$ 68,763	1.0	\$ 68,763
Program Coordinator Union	-	-	-	-	-	1.0	1.0	1.0	\$ 66,722	1.0	\$ 69,179	1.0	\$ 69,179
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	-	-	-	\$ -	-	\$ -	-	\$ -
Administrative Assistant	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	\$ 22,945	0.45	\$ 23,404	0.45	\$ 23,404
<b>Youth Coordinator/Rec Asst.</b>	<b>-</b>	<b>1.0</b>	<b>\$ 65,547</b>	<b>1.0</b>	<b>\$ 65,547</b>								
Seasonal Employees / Fall Winter Program	2.7	2.7	2.7	2.7	2.7	2.6	2.6	2.6	\$ 50,000	2.4	\$ 50,000	2.4	\$ 50,000
Seasonal Employees / Skating Rink	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	\$ 54,000	1.4	\$ 56,700	1.4	\$ 56,700
Seasonal Employees / Special Needs Program	0.6	0.6	0.6	0.6	0.6	0.4	0.4	0.4	\$ 17,500	0.4	\$ 17,500	0.4	\$ 17,500
Seasonal Employees / Spring Programs	0.1	0.1	0.1	0.1	0.1	-	-	-	\$ -	-	\$ -	-	\$ -
Seasonal Employees / Summer Pool Programs	3.9	3.9	3.9	3.9	3.9	3.9	3.9	3.9	\$ 210,000	3.9	\$ 220,000	3.9	\$ 220,000
Seasonal Employees / Summer Sports Programs	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	\$ 115,000	3.6	\$ 120,750	3.6	\$ 120,750
<b>Total</b>	<b>16.6</b>	<b>16.6</b>	<b>16.6</b>	<b>16.6</b>	<b>15.6</b>	<b>15.3</b>	<b>15.3</b>	<b>15.3</b>	<b>\$ 688,695</b>	<b>15.2</b>	<b>\$ 788,064</b>	<b>15.2</b>	<b>\$ 778,885</b>
<b>Vacant or changes to position</b>													

Recreation Department



**RECREATION DEPARTMENT**

**BUDGET OVERVIEW:**

	FY22 Budget	FY23 Budget	\$ Change	% Change	FY23 FTE
<b>Total Salaries</b>	\$688,473	\$778,185	\$89,712	13.0%	<b>15.2</b>
<b>Total Expenses</b>	\$342,174	\$329,864	(\$12,310)	-3.6%	
<b>Grand Total</b>	<b>\$1,030,647</b>	<b>\$1,108,049</b>	<b>\$77,402</b>	<b>7.5%</b>	

Submitted by: Brandon Fitts

*Program Responsibilities:*

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

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

*Staffing:*

The Recreation Department operates with an acting recreation director, 2 program coordinators, and 1 permanent part-time administrative assistant. The department is supported annually by approximately 100 seasonal employees and several volunteers. In Fiscal Year 2022 many programs saw reduction in numbers due to the lingering impacts of COVID-19. However, there were many improvements in program participation from Fiscal Year 2021. Corresponding reductions were made in both salary and expense line items. Nevertheless, the Recreation Department continued to employ many seasonal employees across multiple programs. In FY23, the Recreation Department, in partnership with the Health Department, is planning on absorbing the Youth Coordinator position and growing it into a full time staff member. This accounts for part of the large increase in salaries. Having the Youth Coordinator housed within the Recreation Department will allow the commission greater access to resources which will enhance the programming.

Function	Salaries	Non-Salary Expenses	Total	% of Total Budget
Admin	\$231,505	\$98,133	\$329,638	29.7%
Summer Programs	\$97,739	\$41,431	\$139,170	12.6%
School Year Programs	\$72,914	\$30,907	\$103,821	9.4%
Skip Viglirolo Rink	\$126,557	\$53,646	\$180,204	16.3%
Underwood Pool	\$226,206	\$95,886	\$322,093	29.1%
S.P.O.R.T. Special Needs Programs	\$23,263	\$9,861	\$33,124	3.0%
<b>Total</b>	<b>\$778,185</b>	<b>\$329,864</b>	<b>\$1,108,049</b>	<b>100.0%</b>



### **FY22 ACCOMPLISHMENTS:**

The Recreation Department has continued to navigate the ongoing pandemic with creativity and resilience. With stabilized COVID-19 regulations, the department has moved to accomplish much in FY22.

Continuing the success of “out of the box” programming during the peak of the pandemic, the Recreation Department has accomplished many objectives during FY 22.

- Safe and successful operation of the Skip Viglirolo Skating Rink
- Safe and successful operation of the Underwood Pool.
- Increased summer camp enrollment and revived camp swim hours at the Underwood Pool
- Fostered partnerships with various town departments; Library, COA, Police, Fire, DPW, Health, Veteran’s Services, Schools, Parks
- Assisted the schools in getting the Higginbottom Pool operation online following construction. Recreation created the operational procedures, assisted with the health permitting process, and provided a Certified Pool Operator through November of 2021.
- Worked with the Library, COA, and private donor to plan a summer movie series.
- Expanded relationships with the Belmont Center businesses and secured many sponsorships for house decorating events
- Continued to offer virtual programs and began to implement in person activities for S.P.O.R.T.
- Continued to play a critical role in CPC projects such as Town Field, Winn Brook tennis courts, Payson Park, and Grove St.
- Facilitated positive field permit discussions with youth sports groups, private rentals, and BHS athletics.

The department went on to run another safe and successful summer camp program at Wellington School that served 80 campers per week for 7 weeks and employed 19 part time employees. The department was able to provide an extended day program for each week to better serve the community.

The largest project the department took on over the summer was the operation of the Underwood Pool following a summer of closure. After a year of pandemic era restrictions, the pool opened at 100% capacity for the summer of 2021. The department focused heavily on water safety this summer and partnered with Belmont Fire, Parks, and Human Resources to train staff at the beginning of the summer. 1159 pool memberships were sold and equated to 28,699 entry scans to the pool. 39 part time pool employees were hired as lifeguards and front desk staff.

In addition, the department ran a number of recreational programs throughout the summer at various parks throughout the town.

Following summer, the department worked closely with the schools and COA to secure space for programming.

On Halloween weekend, the recreation department partnered with the Women’s Club, library, Police, and fire to host a large event on the Women’s Club hill.



**DEPARTMENT BUDGET BY FUNCTION:**

**STAFFING & STRUCTURE:**

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

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

School year programs offer a wide variety of activities for residents of all ages throughout the fall, winter and spring months. These programs are developed by our program coordinators, seasonal staff assist with programs, and volunteers provide support. The department also contracts with vendors to provide additional programs and services to residents. In FY23 school year programs will include programs offered by the Youth Commission.

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

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

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

**DETAILED DESCRIPTIONS**

***SUMMER PROGRAMS:***

*Goals:*

- To provide a safe & fun environment for children ages 4-14 during the summer months.
- To provide a range of age appropriate recreational activities for individuals of all ages and abilities.

*Program Outcomes:*

<b>Summer Programs</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY22 Estimated</b>	<b>FY23 Projected</b>
<b>Number of Programs</b>	47	25	46	50



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

Number of Registrations	1394	458	1193	1300
Number of Special Events	3	0	7	8

### *Description of Program:*

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

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

In the summer of 2021, the department was able to open the Underwood Pool and expand on the 2020 SKIP camp program offerings. Continuing on the success of SKIP camp in 2020, the camp license with the Health Department was renewed. Both the Underwood Pool and SKIP camp operated with high quality and high participation.

### **SCHOOL YEAR PROGRAMS:**

#### *Goals:*

- To provide residents of all ages recreational opportunities.

#### *Program Outcome:*

School Year Programs	FY20	FY22	FY22	FY23
	Actual	Actual	Estimated	Projected
Number of Programs	45	49	50	52
Number of Registrations	800	1758	1800	2000
Number of Special Events	6	1	2	3
Number of Memberships Sold	0	0	0	0

### *Description of Program:*

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

Children as young as five are able to try out to participate in our Dolphin Swim team. This program allows for 100-150 youth to practice under the supervision of a head coach four nights a week, and compete against local teams on the weekend. The 2020/2021 season was run in a limited capacity at the Watertown Boys and Girls Club. However, the department's strong partnership with the school department has enable the team to return to the Higginbottom Pool for the 2021/2022 season.



**Town of Belmont - Town Administration’s Fiscal Year 2023 Budget Recommendation**

The department worked in tandem with the school department to become the new home for adult/community education programs. Recreation took on this role in the fall of 2021 and offered pilot programs in October and November of 2021. The department will continue to grow and expand these programs throughout the remainder of the year and beyond.

Due to ongoing complications related to the pandemic, the department will be taking an additional year off from offering the Nashoba Ski program. The goal is to bring this program back in the winter of 2023.

The success of the 2020 House decorating contests led to the expansion of the events in 2021. The department worked closely with the Belmont Center Business Association to secure sponsorships for the decorating contests. We had a number of houses enter in the contest and the top 4 houses received prizes from the Recreation Department. Those prizes included a generous donation of a local business. Additionally, a Halloween event was facilitated in conjunction with the Belmont Women’s Club, Library, Fire, and Police departments on the Homer House’s campus. Approximately 150 people attended the free event.

This year, the goal is to continue to reinvigorate school year programs and offer more quality activities following the pandemic. Youth Commission programs will also be added into school year programming.

***Skip Vigliolo Rink Programs***

*Goal:*

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

*Program Outcome:*

<b>Skip Vigliolo Rink</b>	<b>FY20</b>	<b>FY22</b>	<b>FY22</b>	<b>FY23</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Projected</b>
<b>Number of programs</b>	11	11	13	14
Number of registrations	369	3730*	4000*	4200
Rented hours to Youth Hockey Programs and Private Rentals	415	292	310	325
Hours used by Belmont High School	265	200	275	275
Donated hours to schools/youth organizations	6	6	10	12
Hours used by Recreation Department for programs or public skating	533	435	500	500

*\*During COVID, we began tracking public skate differently and more accurately. This is a practice that we are intending on continuing moving forward*



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

### *Description of Program:*

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

In the 2020/2021 skating season, due to pandemic related restrictions, the recreation department required all participants to pre-register for public skating times. This is the reason for the considerable number increase in the performance measures. This was a successful mechanism and the department plans to continue the model for public skating moving forward.

Although the rink is not a modern facility, it is maintained as well as it can be by the staff of the Parks Division of Public Works. Considerable effort is put in each season to extend the life of the rink. The rink is at the end of its useful life and will likely fail in the near future.

### *Underwood Pool:*

#### *Goals:*

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

#### *Program Outcome:*

Underwood Pool	FY20	FY22	FY22	FY23
	Actual	Actual	Estimated	Projected
Number of Programs	51	0	43	50
Number of Registrations	587	0	222	250
Number of Memberships Sold	1087	0	1265	1350
Number of Special Events	7	0	0	5

### *Description of Program:*

The Underwood Pool was not able to open during the summer of 2020. It was however, able to open for the summer of 2021. Prior to the start of the pool, the department developed multiple operations plans to accommodate the various restrictions that were in place in the spring of 2021. Approximately 2 weeks prior to the opening of the pool, the restrictions were lifted and the pool was able to be opened without restraint. The department worked closely with the Recreation Commission on operations and finances related to opening the pool.



**Town of Belmont - Town Administration’s Fiscal Year 2023 Budget Recommendation**

The focus of the 2021 pool season was on water and operational safety. A new staff manual was created, a robust orientation program was implemented, and the department worked to create consistent emergency response standards across all seasonal staff. The lifeguards and front desk part time employees showed great resilience over the summer and worked hard to bring the pool back online after last summer. Going forward, for the summer of 2022, the department will focus on revising staff schedules, swim lessons, and events at the pool.

*Standard program description:*

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

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

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

*Goals:*

This program’s goal is to provide athletes and individuals with special needs the opportunity to participate in a variety of sports and social activities throughout the year.

*Program Outcome:*

	<b>FY20</b>	<b>FY22</b>	<b>FY22</b>	<b>FY23</b>
<b>S.P.O.R.T. Special Needs Programs</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Projected</b>
<b>Number of Programs</b>	23	20	30	30
<b>Number of Registrations</b>	665	192	400	425

*Description of Program:*

The Belmont Special Programs Organized for Recreation Time, better known as the “S.P.O.R.T.”, is a year-round program for individuals with developmental disabilities. Activities include competitive and non-competitive sports training (with the option of Special Olympics competition), as well as art and social programs, draw participants of all ages.

In FY22 we continued to innovate numerous virtual programs while working to revive in person program offerings in a limited capacity. Safety was and still is our number one priority when running programs during the pandemic. Though our offerings were scaled back, we were still able to expand our partnerships, offer new programs, and connect with our participants.



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

We continued to foster our partnerships with the Medford and Watertown Recreation Departments and ran fishing clinics at Wright's Pond in Medford. Additionally, we began implementing pilot programs at the Medford Recreation Department facility to expand our outreach.

Overall, Special Olympics training and competition continue to be important to participants. Individual and team sports welcome athletes of all ability levels.

The success of the S.P.O.R.T. Program continues to be an attribute to a caring and supportive community. The S.P.O.R.T. program receives generous support annually especially the dedicated Friends of Belmont S.P.O.R.T. and the Watertown Recreation Department.

### **INNOVATION:**

Implemented Adult/Community Education pilot programs

Facilitated Halloween events with the Women's Club and other town departments

Increased water safety and emergency response consistency at the Underwood Pool

Revised the registration and tracking process for public skating at the rink

Worked with the schools to develop and assist with an operations plan at the new Higginbottom Pool.

Expanded partnerships with various town and school departments.

Increased use of technology within the department in terms of program registration, promotional materials, and website development.

Increased use of social media to advertise recreation programs and events

### **OPPORTUNITIES:**

The department continues to assess all programs and offerings. It has had to scale back on offerings due to space limitations and COVID-19 during 2020 but is increase program opportunities rapidly. The department continues to expand partnerships to access space and thinks outside the box to bring in new program concepts.

The rink has exceeded its useful life. The rink is operating on borrowed time and it is likely in the near future that the rink's core systems will fail. In order to continue the wide range of skating opportunities for residents of Belmont, replacement of the rink is needed.

The department continues to implement cost recovery models to reduce the general fund support needed to operate the department. The department continues to work towards a model to be self-sufficient.

The department is working with the CPC and Activitias to conduct a field asset and inventory document. This document will be used to plan the sequencing of maintenance and renovations for the various playgrounds and parks within the town.

The department will work with Health Department to transition the Youth Coordinator position to Recreation and will grow it into a full time staff member. This will allow for new opportunities to engage with the Belmont Community and offer new programs while creating longevity within the Youth Commission.

### **CHALLENGES:**



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

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

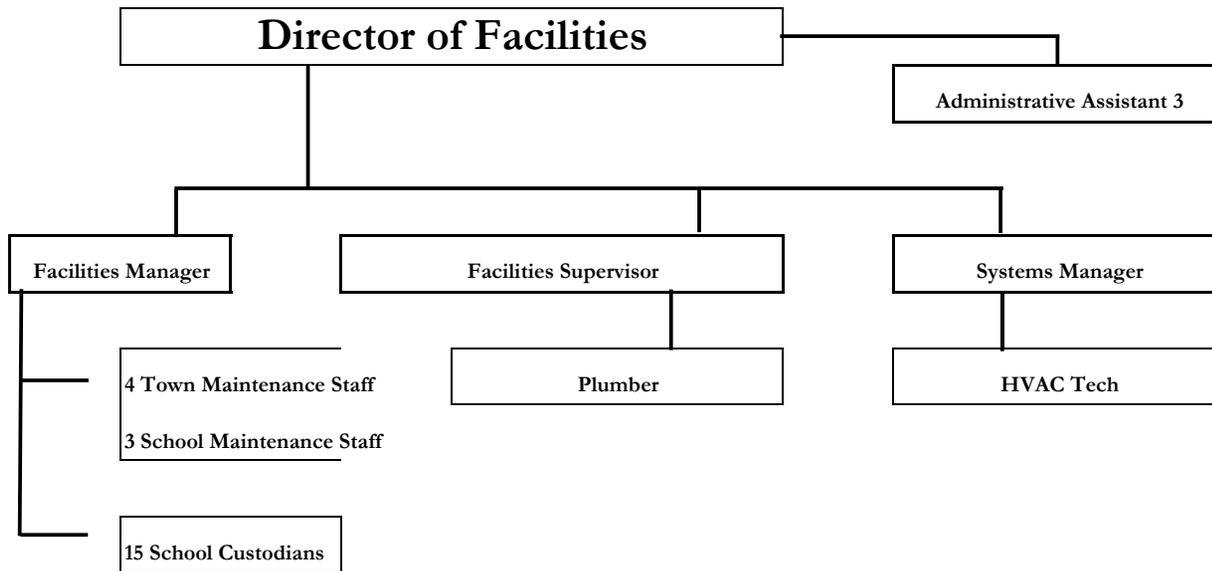
There is a need to better respond to the usage demands of several town assets. The department continues to find ways to monitor, adapt and modify policies to adapt to the changing needs of residents.

With three full time staff within the office, the department will need to prioritize projects and undertakings to maintain a high standard of service without sacrificing quality. The department will need to find ways to streamline efforts so the same output can be maintained with fewer staff.

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



## Facilities Department



Budget Recommendation Personnel Detail

Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED								
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	SAL
<b>Facility Department / Systemwide</b>														
Director of Facilities	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 127,500	1.0	\$ 139,033	1.0	\$ 139,033
Supervisor of Contracts Management	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-	\$ -	-	\$ -	-	\$ -
Facilities Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 92,856	1.0	\$ 93,213	1.0	\$ 93,213
Owners Project Manager/ Procurement	-	-	-	-	-	-	-	-	-	\$ -	-	\$ -	-	\$ -
HVAC Tech	-	-	-	-	1.0	1.0	1.0	1.0	1.0	\$ 65,549	1.0	\$ 66,892	1.0	\$ 66,892
Lead Custodian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 59,208	1.0	\$ 59,436	1.0	\$ 59,436
Building Specialist/Custodian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 50,275	1.0	\$ 50,275	1.0	\$ 50,275
Facilities Custodian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 50,275	1.0	\$ 50,275	1.0	\$ 50,275
Facilities Coordinator	-	-	-	-	-	-	1.0	1.0	1.0	\$ -	-	\$ -	-	\$ -
Administrative Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ -	-	\$ -	-	\$ -
Administrative Assistant 3	-	-	-	-	-	-	-	-	-	\$ 54,438	1.0	\$ 55,651	1.0	\$ 55,651
System Manager	-	-	-	-	-	-	-	-	-	\$ 85,327	1.0	\$ 85,655	1.0	\$ 85,655
Vacant - Facilities Supervisor	-	-	-	-	-	-	-	-	-	\$ 55,000	1.0	\$ 55,000	1.0	\$ 55,000
Vacant - Plumber	-	-	-	-	-	-	-	-	-	\$ 65,000	1.0	\$ 65,000	1.0	\$ 65,000
Part-time Custodian	0.5	0.5	0.5	0.5	0.5	0.5	-	-	-	\$ -	-	\$ -	-	\$ -
Part-time Custodian	0.5	0.5	0.5	0.5	0.5	0.5	-	-	-	\$ -	-	\$ -	-	\$ -
Part-time Custodian	0.5	0.5	0.5	0.5	0.5	0.5	-	-	-	\$ -	-	\$ -	-	\$ -
Part-time Custodian	0.5	0.5	0.5	0.5	0.5	0.5	-	-	-	\$ -	-	\$ -	-	\$ -
<b>Total</b>	<b>8.8</b>	<b>8.8</b>	<b>8.8</b>	<b>8.8</b>	<b>9.8</b>	<b>9.8</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>705,428</b>	<b>10.0</b>	<b>720,430</b>	<b>10.0</b>	<b>720,430</b>

Vacant or changes to position



**Town of Belmont - Town Administration’s Fiscal Year 2023 Budget Recommendation**

**OVERVIEW:**

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>\$ Change</b>	<b>% Change</b>	<b>FTE</b>
<b>Total Salaries</b>	\$651,925	\$741,455	\$89,530	13.7%	10.0
<b>Total Expenses</b>	\$4,237,854	\$4,856,006	\$618,152	14.6%	
<b>Total Overlay</b>	\$92,000	\$92,000	\$0	0%	
<b>Grand Total</b>	<b>\$4,981,779</b>	<b>\$5,689,461</b>	<b>\$707,682</b>	<b>14.2%</b>	

*Program Responsibilities:* The Director of Facilities reports to the Public Facilities Board which consists of the Town Administrator and Superintendent of Schools. The Director oversees all aspects of the Facilities Department with concentrations on Capital Projects, resolution of major maintenance challenges and the oversight of day-to-day operations. The Director of Facilities is a voting member of the Belmont Middle and High School Building Committee, and an ex officio member of the Police/DPW Building Committee. The Facilities Manager oversees all Town and School maintenance workers and custodians, and is responsible for routine repairs and maintenance. The Facilities Coordinator will be changed to Facilities Supervisor and will be responsible for coordinating outside contract vendors including elevator and fire alarm preventive maintenance, plumbers, electricians and some technology vendors. He/She will manage all work orders and statistic data. The Systems Manager – new position – is responsible for advancing energy management efforts of the Town under the general direction of the Director of Facilities. This position is responsible for ensuring that all Town and School buildings have a preventative maintenance plan, implementing initiatives related to building automation and metering systems, and developing and maintaining equipment and system maintenance logs. The Systems Manager reports directly to the Director of Facilities. The HVAC Technician oversees HVAC and boiler repairs, preventive maintenance, HVAC control issues, and upgrading building management systems and reports to both the Facilities and Systems Managers.

The Facilities Department is responsible for virtually everything associated with the maintenance and operation of all public buildings, with the exception of current Light Department, Water Department buildings, and Ice Rink. For clarity, the narrative and method of tracking has been divided into three categories; administration, building management, and capital projects. These categories help better define the functions of the Department. Facilities is also asking to add a Plumbers position to help triage and fix the day-to-day issues that arise in school and town buildings. This position will reduce an annual cost of \$115,000 paid to outside contracts. Response time is instant and more preventative maintenance can be achieved having a plumber on staff.

**ADMINISTRATION:**

In order to safely operate the buildings and grounds proximate to them, the Facilities Department manages and negotiates major utility contracts which represents approximately 40% of our budget, and establishes energy guidelines. We also manage access control, lighting control, security cameras, facility rentals with associated



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

staffing, postage, cell phone accounts, elevator inspections and regulatory compliance (Department of Public Safety, Department of Public Health, EPA, OSHA). We are directly responsible for all bidding associated with contract services and some system-wide supplies. Lastly, Facilities also validates and processes for payment approximately 3,200 invoices, annually, for goods and services.

Facilities is also responsible life cycle management of Capital Projects including need identification, requirements definition, bidding and the on-time, on-budget completion.

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

### ***BUILDING MANAGEMENT:***

Major subsystems in our buildings are very sophisticated and require specialized equipment for their operation and troubleshooting. Much of what Facilities does is manage components that are literally and figuratively behind the wall. Building automation systems have been installed (and continue to be installed), or upgraded, in a number of buildings, most recently Burbank, Butler, and Winn Brook Schools, along with an upgrade to Town Hall.

Until recently, Facilities was typically performing reactive maintenance; when it broke, we fixed it. We have taken steps to transition to active preventative maintenance programs on our mechanical systems. Audits and inventory analysis have been done on all HVAC components so we can review life expectancies and plan for replacement based on the type of care and usage.

Our current maintenance and management of the buildings is done by a combination of using Town resources and contracted services for the following: plumbing, elevator, janitorial, snow removal, quality sampling, building management software, etc. The dedicated maintenance with Town-wide responsibility consists of one HVAC Technician, one electrician, one carpenter, and two staff with general maintenance skills. Additionally, there are sixteen full time custodians and four persons with building-level maintenance/custodial responsibility. We have added a Systems Manager that reviews and monitors HVAC conditions throughout all Town and School buildings. This role is paramount to the new high school. Being able to see and catch problems as they happen will help the Town maintain its infrastructure more effectively and efficiently. We are also proposing a new plumber to be added to the team to circumvent the high cost of hiring a costly plumbing contract to respond to some of the simplest of repairs. The position will assist monitoring and performing planned maintenance on all portable and nonportable water heaters and systems, waste systems, and local gas infrastructure.

### ***CAPITAL PROJECTS:***

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

### **REPRESENTATIVE FY22 ACCOMPLISHMENTS:**

- Installed new high efficiency condensing boilers at Burbank, Butler, and Winn Brook Schools
- Established new energy efficiency lights at Library



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

- Installed three new compressors at Chenery Middle School
- Installed new fence post along the perimeter fencing at Beech Street Senior Center
- Overhauled the Chenery elevator to bring the components up to current working standards
- Renegotiated the long-term cost saving gas contract putting the unit price from \$0.590 per a therm to a fixed rate of \$0.573 and an extra year
- Installed 20-ton HVAC system to take care of the ground and first floor of Town Hall
- Replaced the ground source water pump associated with the geothermal system at Beech Street Senior Center
- Installed insulation at Library for chilled water pipes and Town Hall heating pipe in the basement crawl space
- Provided OSHA-10 training and certification for all Facilities staff
- Established solar installation at the Chenery Middle School
- Replaced four exterior doors at Burbank School and upgraded the burglar system
- Installed new commercial domestic hot water heaters at Chenery Middle School and the two firehouses

### STAFFING AND STRUCTURE FOR TOWN/SCHOOL

The Administration, Building Maintenance, Custodial and Capital Projects personnel are noted below:

<b>Role</b>	<b>Headcount</b>
Director of Facilities	1
Facilities Manager	1
Systems Manager	1
Facilities Supervisor	1
Administrative Assistant	1
Townwide dedicated maintenance staff:	
Electrician	1
HVAC Technician	1
Plumber	1
Carpenter	1
Maintenance Custodian	2
Town Custodian	2
Beech Street Senior Center Custodian	1
School Custodians	16



<b>Total</b>	<b>30</b>
--------------	-----------

**Note:** The Director of Facilities spends an overwhelming percentage of time evaluating and recommending best-path solutions for complex technical issues, hands-on project management, and oversight of various levels of department driven projects – operational activities. This past year the Facilities Administration went through a complete replacement of staff through retirement and personal opportunities elsewhere. The Facilities Department is working to bring together a facilities-minded team to better manage day-to-day operations, contracts, contractors/vendors, building projects, etc. All Town and Schools building rely on the Facilities Department and this is an opportunity for Facilities to rebrand their entire operation to make it a more efficient, reliable, and responsive resource.

**GOALS, PROGRAM PERFORMANCE MEASURES, AND DESCRIPTION OF FUNCTIONS**

**ADMINISTRATION**

There is typical list of responsibilities associated with a Facilities Department, all of which we do. In addition, there are a number of allied functions performed by the Department as indicated below. In addition, the Facilities Department is heavily engaged with the Belmont High School Building Committee and the opening of the new High School and Middle School. Facilities has also made itself available for consultations with the Library Building Committee and Rink Committee.

Description of Functions:

- Competitive bid solicitation including specification and contract preparation which is extremely time consuming
- Contract compliance. We very closely monitor the terms and conditions of all service contracts to ensure performance and vendor compliance
- Accounting and Procurement. We order hundreds of items that are unique, and expensive professional services billed on a T&M basis which result in invoices that must be verified, processed and entered into the financial system; over 3,200 last year. There is a single point of contact for all ordering, services, pricing or payment
- The Department Administrator is responsible for all aspects of payroll, sick time and vacation time accrual and balances for Town department employees
- Facility Rentals and Events. Along with regular room set up for day and evening meetings, administrative staff interact with renters using Beech Street Senior Center, Homer Building Gallery of Art, and the Town Hall. HVAC, security, door controls each has to manually changed, twice, for each rental
- We also assists the Town Clerk with polling booth set ups for all elections, including the distribution and collection of voting machines, and parking management
- Utilities – Staff investigates alternatives for optimal pricing, reviews potential for fuel conversions, coordinates deliveries where appropriate, monitors usage, and processes invoices in a timely manner
- The Department is responsible for picking up and delivering interoffice mail and processing US mail to/from all buildings including the Retirement Board. Additionally, we hand deliver meeting information packets to the Select Board, School Committee, and Warrant Committee as needed
- Cellular phones and push to talk phone accounts are administered through Facilities, including reconciliation, payment and charge backs
- We are responsible for programming the Town security system and maintaining associated hardware. We create access cards and control related building access



**Town of Belmont - Town Administration’s Fiscal Year 2023 Budget Recommendation**

---

- We are the central keeper of various departmental public records at 450 Concord Ave. and retrieve, purge and destroy records as required
- Compliance to local and State regulations for elevators, boilers, pressurized vessels, fire extinguishers and fire detection, alarm, and sprinkler systems is a core department function

**BUILDING MANAGEMENT**

Building Management refers to those core functions required to “manage” the building including: cleanliness, maintaining the environmental conditions, providing HVAC consistent with our energy model, ensuring the external environments proximate to the buildings are safe and free of trip/fall hazards, conducting timely routine maintenance and preventive maintenance, utilities management, emergency response, and maintaining the physical security of the buildings.

Work orders drive all of our routine maintenance activities, and other requests/issues associated with the operation of Town and School buildings. Eventually, work orders should drive preventive maintenance as well. Work orders are completed by the use of third party vendors, our staff, or a working combination of both, especially in the case of HVAC issues. Work orders are one measure of our activity and quantified below.

Performance Measures

Internal Work Order Tickets - Town & School – FY22						
Facilities Total Tickets	Open	Closed	Await Info	Cancelled	% Closed	
1800	300	1500	20	0	83%	

Note: The above table represent building repair type work tickets and not those of everyday routine cleaning or support activities. That said, the numbers are slightly lower due to the COVID-19 conditions and less activity in Town and School buildings.

**CAPITAL PROJECTS**

The Department initiates Capital budget requests on an as needed basis, or as a scheduled component of a five-year Capital plan. Some requests are a one-time basis such as the purchase of a truck or a roof replacement while others are multi-year requests for a phased project. The process in some cases involves retaining a technical consultant, developing plans and specifications, creating a bid package, managing the public procurement process, checking references, selecting the vendor, developing and negating the contract, and overseeing or hands-on project management.



FY22 Capital Projects include the following:

- New fire alarm panels at Butler and Winn Brook Schools
- Implementing structural repairs to Town Hall's chimney and slate roof
- Public address system replacement at Winn Brook School
- Townwide upgrade of security cameras
- Implementation of the recommended Building Envelope Study at Butler School
- Building Management System (BMS) upgrades various locations
- Replacement of the heat exchanger at Wellington School

## **MACHINERY & EQUIPMENT FORMERLY KNOWN AS MAJOR BUILDING REPAIRS**

### Description of Functions:

*Major Building Repairs* – In the past, this account was funded to address unforeseen events requiring replacement or repairs needed to keep buildings functioning properly and safely. In each of the required repairs below, there was an associated public safety issue, a code related issue, or is related to maintain healthy working conditions – none was discretionary. It was determined to better identify and classify expenses the funding for this account would be disseminated to other line item expenses. For FY21 no balance remains in this account to cover extraordinary repairs or replacements. Examples of extraordinary expenses are include:

- BMS Control upgrades and repairs totaling over \$175,000 in the last 16 months
- Numerous fire alarm control repairs totaling almost \$100,000 in the last 16 months
- Numerous plumbing repairs totaling \$135,000 in the last 16 months
- Over \$300,000 in HVAC repairs, maintenance, and preventative maintenance in the last 16 months

It is our hope that an account for Major Building Repairs is reestablished and appropriately funded for extraordinary repairs typical of those mentioned above. Year to date we have classified over \$100,000 of repairs that appropriately fit this definition.

### INNOVATION:

Before focusing on innovation, which will have a cost associated with it, Facilities must focus on providing essential services including the timely provisions of routine and preventative maintenance services, and ensuring our facilities are code complaint. Pending resources, the most important cost saving single measure would be ensuring that every building has a working building management system with an adequate number of points. A robust BMS will allow us to better control energy usage in the



## Town of Belmont - Town Administration's Fiscal Year 2023 Budget Recommendation

---

buildings, thereby reducing energy cost, and help us troubleshoot and identify faults/failures when they occur. This, too, will save cost because technician labor costs will be reduced.

Additionally, because of contractual differences, the Town and School Building Service departments are not fully integrated. Operationally, we have worked around the differences and created a solid unified working group. There are costs associated with the differences in the contracts which cannot likely be absorbed at the moment. From a human capital point of view, integrating the contracts in a positive way would be beneficial.

### **OPPORTUNITIES:**

The consolidation of the Town and School maintenance departments will continue to provide the opportunities to explore potential savings through combined maintenance contract bidding, flexibility for assignment of maintenance staff, and streamlined mail distribution functions. The Director of Facilities will also be able to develop a combined Capital Improvement Program to better identify and prioritize future capital needs.

### **CHALLENGES:**

With over one million square feet of building space to maintain, and the current staffing levels, the Facilities Department is very busy. The challenges and opportunities are as follows:

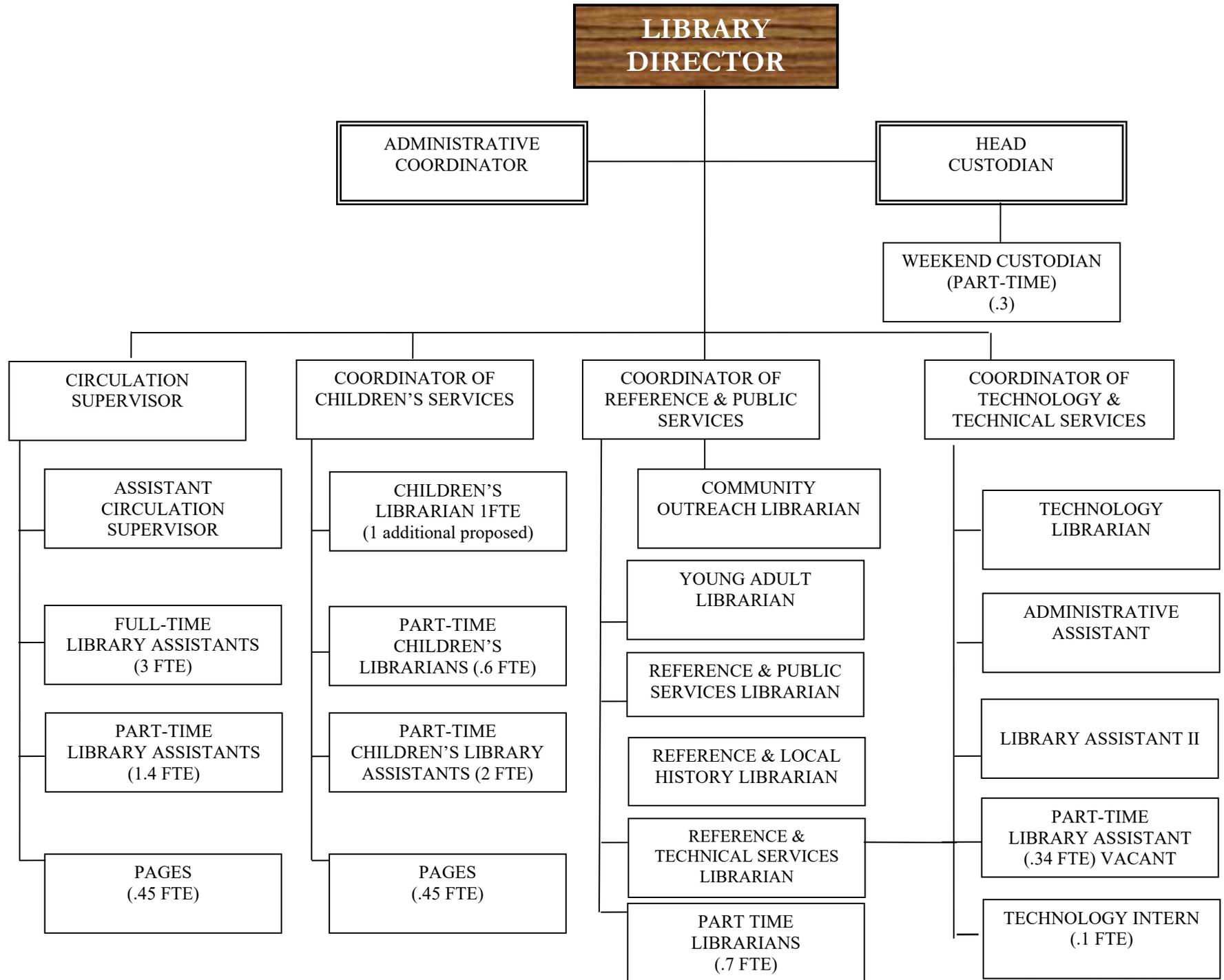
#### **Staffing**

1. The Director of Facilities is consumed by daily operational problem solving because there is not technical depth in the department. In order to free up time for strategic planning, policy development, high-level problem identification and development of a comprehensive preventive maintenance function, someone with hands-on capital project management experience, well-rounded technical problem solving skills and detailed knowledge of procurement regulations should be added. The Middle and High School building project is still very time consuming and will be increasing as the construction cycle continues and we accept operation of a highly sophisticated building.
2. All of our contract services expenses are out of our control; we simply must take the lowest bidder. Trying to triage the problems as they arise and fixing what the town can before an expensive contractor is called in will help level spending down the line. Understanding the impact of legacy costs, some active consideration to hiring additional staff might be beneficial. In particular, adding another HVAC tech would, without question, reduce our contract services cost. Custodial staff overtime is extraordinary, and being able to administer a floating custodian to circumvent that overtime would be an added plus. As we get closer to the opening of the Middle School on top of the enormous High School, adding custodians to support these expensive high-tech buildings is essential.

#### **Funding**

1. As we work closely with the Long-Range Planning Committee, we hope to ascertain our needs (and associated expenditures) over the next five to ten years as it relates to Town buildings. This requires time and resources to gather the appropriate information (and possibly third-party consultation) as we update historic building data. Once completed, we hope this referenced document will provide the tools needed to appropriate the necessary funds to keep our Town and School buildings safe and inviting.

# BELMONT PUBLIC LIBRARY



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FTE FY2021	FTE FY2022	FY22 SAL	FTE FY2023	DEPT. REQ. SAL	FTE FY2023	TA RECOMMENDED SAL
<b>Library Administration</b>													
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 115,992	1.0	\$ 118,892	1.0	\$ 118,892
Administrative Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 71,813	1.0	\$ 72,089	1.0	\$ 72,089
<b>Subtotal</b>	<b>2.0</b>	<b>187,805.3</b>	<b>2.0</b>	<b>190,981.0</b>	<b>2.0</b>	<b>190,981.0</b>							
<b>Library Public Services</b>													
Children's Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 58,102	1.0	\$ 58,325	1.0	\$ 58,325
Children's Librarian (New FTE)	-	-	-	-	-	-	-	-	\$ -	1.0	\$ 56,305	1.0	\$ 56,305
Circulation Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 55,313	1.0	\$ 55,525	1.0	\$ 55,525
Community Outreach Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 69,516	1.0	\$ 69,784	1.0	\$ 69,784
Coordinator of Child Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 82,086	1.0	\$ 82,401	1.0	\$ 82,401
Coordinator of Reference & Public Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 74,475	1.0	\$ 74,762	1.0	\$ 74,762
Library Assistant I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 40,228	1.0	\$ 40,383	1.0	\$ 40,383
Library Assistant I	0.7	0.7	0.7	0.7	0.7	1.0	1.0	1.0	\$ 40,028	1.0	\$ 40,182	1.0	\$ 40,182
Library Assistant I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 34,262	1.0	\$ 34,394	1.0	\$ 34,394
Assistant Circulation Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 47,551	1.0	\$ 47,734	1.0	\$ 47,734
Library Assistant II	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	\$ 31,435	0.7	\$ 31,556	0.7	\$ 31,556
Library Page	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	\$ 21,060	0.9	\$ 21,141	0.9	\$ 21,141
Part-timers	1.9	1.9	1.9	2.6	2.6	2.1	4.0	4.0	\$ 224,585	4.0	\$ 224,585	4.0	\$ 224,585
Reference/Technical Services Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 66,299	1.0	\$ 66,554	1.0	\$ 66,554
Reference & Local History Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 59,045	1.0	\$ 59,273	1.0	\$ 59,273
Reference Librarian & Public Services Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 57,661	1.0	\$ 57,883	1.0	\$ 57,883
Young Adult Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 59,907	1.0	\$ 60,137	1.0	\$ 60,137
Summer Saturdays	-	-	-	-	-	-	-	-	\$ 6,944	-	\$ 7,083	-	\$ 7,083
Sundays	-	-	-	-	-	-	-	-	\$ 26,266	-	\$ 26,791	-	\$ 26,791
Overtime	-	-	-	-	-	-	-	-	\$ 10,000	-	\$ 10,000	-	\$ 10,000
<b>Subtotal</b>	<b>16.2</b>	<b>16.2</b>	<b>16.2</b>	<b>16.9</b>	<b>16.9</b>	<b>16.7</b>	<b>18.6</b>	<b>18.6</b>	<b>1,064,762.0</b>	<b>19.6</b>	<b>1,124,798.0</b>	<b>19.6</b>	<b>1,124,798.0</b>
<b>Library Tech Services</b>													
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 51,568	1.0	\$ 51,767	1.0	\$ 51,767
Coordinator of Technology & Tech Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 82,086	1.0	\$ 82,401	1.0	\$ 82,401
Technology Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 65,563	1.0	\$ 65,816	1.0	\$ 65,816
Part-time Library Assistant (vacant)	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	\$ 13,038	0.4	\$ -	-	\$ -
Library Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 44,178	1.0	\$ 44,348	1.0	\$ 44,348
<b>Subtotal</b>	<b>4.4</b>	<b>256,433.1</b>	<b>4.4</b>	<b>244,332.0</b>	<b>4.0</b>	<b>244,332.0</b>							
<b>Library Plant Operations</b>													
Lead Custodian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 59,242	1.0	\$ 59,468	1.0	\$ 59,468
Part-time Custodian	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	\$ 12,067	0.3	\$ 12,113	0.3	\$ 12,113
Overtime	-	-	-	-	-	-	-	-	\$ -	-	\$ 10,559	-	\$ 10,559
<b>Subtotal</b>	<b>1.3</b>	<b>71,308.5</b>	<b>1.3</b>	<b>82,140.0</b>	<b>1.3</b>	<b>82,140.0</b>							
<b>Vacant or changes to position</b>													



### BELMONT PUBLIC LIBRARY

**OVERVIEW:**
**Budget Overview:**

	<b>FY22 Budget</b>	<b>FY23 Budget</b>	<b>\$ Change</b>	<b>% Change</b>	<b>FY23 FTE</b>
<b>Total Salaries</b>	\$1,573,702	\$1,616,646	\$42,944	2.7%	26.9
<b>Total Expenses</b>	\$702,175	\$757,669	\$55,494	7.9%	
<b>Grand Total</b>	\$2,275,877	\$2,374,315	\$98,438	4.3%	

Submitted by: Peter Struzziero

The Library has five primary areas of program.

- **Circulation Services** is the main public service point in the Library. Staff is responsible for the handling of all print and audiovisual material and the return of all materials owned by the Belmont Library and materials from libraries in and outside the Minuteman network. Other services handled are maintaining the order of the entire collection in the stacks, renewal of materials, collection of fines, holds/reserves, patron registrations, creation of displays, and joint supervision of volunteers.
- **Adult/Reference Services** is a public service department where professional librarians assist users with guidance on Library collections and services, assist patrons with access to the internet, provide instruction on downloading eBooks and audiobooks to various devices, provide expertise on multiple kinds of information from many sources and direction to Library materials. Reference staff are responsible for the oversight and management of all circulating materials; this includes the selection and deletion of books, eBooks, databases, and other materials (print and non-print) for the adult and reference collections. The staff also organize a wide range of programs for the public; including book discussion groups, lectures, concerts, films, and the community-wide reading program, One Book One Belmont.
- The **Young Adult Services** Librarian provides Library and information services to students in middle and high school and selects appropriate materials for the collection. The Young Adult Librarian additionally schedules, designs, and delivers programming for teens, ranging from instructional workshops that supplement and support school curriculum, to volunteer opportunities, to unique opportunities for entertainment, creativity, and socialization. Other services provided include homework help, summer reading, book discussions, reading lists, and a Teen Page on the website. Collaboration with the schools is a priority across the board to ensure Library resources complement and support our Belmont students.
- **Children's Services** provides Library and information services to young children from infancy through grade six. The staff selects a user-appropriate collection of materials in all formats. The department offers a variety of programs including story times, music programs, STEM (science, technology, engineering, and math) events, parent workshops, book clubs, community service opportunities, and special performances.



- **Technology & Technical Services** is the department which prepares new materials for the patrons to check out and manages all Library technology. The department is responsible for the acquisition, cataloging, data entry, processing, and withdrawal of items from the collection. Staff handle every item that is added to the collection each year. They also process all the mail including correspondence, packages, bills and invoices, and Library subscriptions to magazines and newspapers. The Coordinator of this Department is responsible for support with major report writing for the Massachusetts Board of Library Commissioners, including the Annual Report Information Survey, the Annual State Financial Report.

*Staffing:*

The proposed FY23 Library budget has 26.9 FTE.

*Budget:*

The proposed budget for FY23 is \$2,374,315 which represents a 4.5% increase from FY22. It is important to also note that the Library turned back a substantial portion of the FY20 and FY21 budgets to support the needs of the town. The FY23 budget contains the usual amount of increase but also includes increases for new technology needs, and an additional Children's Librarian, which we have avoided requesting for the last two years. The Library funding is broken down into four primary line items. The Public Services line represents the largest portion of our budget with 62.4%; Technology & Technical Services represents 15.6% while Plant Operations represents 13.3% and Administration represents just 8.7%. The line items below support the five areas of program. The Circulation, Adult/Reference, Children's & Young Adult Departments all draw upon the Public Services Line. The other Departments each draw upon the line corresponding with their Department name.

<b>FY23</b>	<b>Salaries</b>	<b>Other Expenses</b>	<b>Total</b>	<b>% of Total</b>
Public Services	\$1,109,752	\$372,350	\$1,482,102	62.4%
Technology & Technical Services	\$244,332	\$125,184	\$369,516	15.6%
Plant Operations	\$71,581	\$245,170	\$316,751	13.3%
Administration	\$190,981	\$14,965	\$205,946	8.7%
Total	\$1,616,646	\$757,669	\$2,374,315	100.0%

*Program Outcomes/Performance Accomplishments***2021 Accomplishments**

Administration – The community's need for a strong Library program is as present today as it has ever been. With the worst days of a global pandemic hopefully behind us, in 2021 we began to restore the traditional services offered, knowing that in many ways, we'll never be the same, and that is okay as we work towards a new normal. In 2020, the patrons made the call for support, we answered it, and we are still answering it as we look towards 2022 and FY23.

In 2021, COVID has remained a large part of our lives, and the Library continues to respond, reinvent, and refine the way we offer programs, services, education, and enrichment in an unprecedented era. This year not only did we continue to reinvent the way we do things, but in many ways we realized that some of these changes are here to stay. More patrons have learned how to access our services remotely than ever before, and the expansion in electronic services has been something we have worked towards for over a decade. Patrons are learning more and more each day about the ways to use our free app, access information through our online databases, check out eBooks, and attend virtual programs and much more. We are very excited to welcome patrons back to indoor programs in 2022, but the successes we have experienced while trying new things, have showed us that this is the way forward. We will combine the best of the past processes and the best of the future. 2022 looks to be a great year at the Belmont Public Library. Let's take a look back at 2021 (and FY21) and highlight some of our greatest successes.

**Library Administration**

- Among the 1st 10% of Massachusetts Libraries to reopen. The 1<sup>st</sup> in our area to offer books to patrons, and the 1<sup>st</sup> to offer computer access.
- 423,170 total circulation in FY21 - in a year where there was no patrons in the Library for over 6 months, and 11 out of 12 months had no indoor browsing at all. It's hard to express how powerful of a number this is. Many other libraries were just closed.
- We had our highest digital circulation count in history with 154,907 - a 10% increase from last year, and 36% of the total circulation for the year.
- Successfully captured over \$50,000 in COVID Grant Funding to provide: Plexiglass, door counters, air purifiers, cleaning equipment, cleaners, masks, sanitizers, and much more to protect staff and patrons from COVID.
- Completed Long Range Plan by Committee. Developed a plan for building a committee, sharing ideas, educating members on trends and national initiatives, and reviewing Belmont needs during COVID and beyond. Presented the plan to the Board of Trustees, gaining unanimous support.



Built the committee of staff and community members, held 4 meetings, and took all the input into consideration. Then the Library Director wrote the plan, submitted it to the Massachusetts Board of Library Commissioners, and earned state approval.

- Completed a patron survey with hundreds of responses which helped to inform ideas for strengthening programs and services.
- Expanded One Book One Belmont for the first time in Library history. The 2021 program saw an expansion in committee size, the first ever dual topic program with 3 book choices, and spanned over 65 days rather than the traditional 1 month. Over 700 patrons participated, not counting untrackable viewership of live offerings broadcast on Belmont Media Center.
- The Board of Library Trustees chose this year to end the outdated practice of collecting late fines on materials. This is in line with a national trend that began within the last five years. Library late fines created a barrier to access, incorrectly targeted citizens of lesser means or on fixed incomes, and did not result in materials being brought back on time. All neighboring towns have also gone fine free. The collection of late fines was a cost negative process, so we are now able to utilize the time saved for more relevant processes.
- Over 500 virtual offerings completed during COVID.
- Saw the largest attendance for a single program in Belmont Library history as we presented an author talk with James Patterson. This was a partnership with other area libraries and saw over 900 in attendance.
- Managed a challenging era of staffing changes which saw 3 retirements and 7 other staffers leave Belmont for other professional opportunities. We promoted 6 employees in crowded searches, and hired 7 new employees. We took these changes as an opportunity to evaluate and modify key positions and to strengthen the way we onboard new staff in the future.
- Commemorating courage and sacrifice, the Belmont Public Library, in partnership with Belmont Veterans Services, co-sponsored the annual Purple Heart Day Ceremony on August 7<sup>th</sup>. The ceremony was held at the new memorial overlooking Clay Pit Pond, which helped support social distancing while still acknowledging the incredible service of our local Purple Heart veterans.
- This year we built off a strong base with Belmont Recreation to provide over a dozen programs ranging from movie nights, to poolside story times, to various programming in town parks. We worked together on joint efforts to get reservations made for various town properties and the permits needed to utilize them for more programs with more attendees, and a more efficient planning process.



- Launched the first Belmont Chat Reference service. This idea, borrowed from our friends at the Thomas Crane Public Library in Quincy has helped us to expand Reference services and communications with patrons. The chat service also acts as a 24 hour a day question ask function. During the day Librarians are standing by, but overnight patrons can leave questions to be answered when staff arrive the following morning.
- Transformed the annual summer reading program, a collaboration between all Library departments, to a virtual model. 686 registered users completed 1,900 activities and spent over 16,000 minutes reading! The Library is very grateful for support received from the Belmont Center Business Association and the Friends of the Belmont Public Library.
- Worked on several programs cosponsored by the Belmont Religious Council. These were the first library programs to ever involve the religious community, in Library history. It was important for the Library to create an important partnership with these folks, one we felt was long overdue.
- We maximized the good weather of 2021 to do as many in person outdoor programs as possible. Below please note the highlights that speak to outdoor storytimes, storywalks, movie showings, book clubs, activities in the parks, and farmers markets.
- Launched new online offerings such as Assabet, Acorn TV, Creative Bug, and digital access to residents lists highlighted on the Town Clerk's website.
- Launched outdoor browsing of materials, building off the success of outdoor programming and outdoor material pickups.
- Created new seating areas, both indoors with new carpet and high back chairs in our east wing and outdoors with Adirondack chairs along Wellington Brook and bistro sets on the patio.
- Updated all signage in the hallways, program areas, and all public areas on the 2nd and 3rd floors. Signage is attractive, informative, and up to date.
- We replaced the carpet in the main hallway to create a safer, more attractive entry for patrons. Our previous carpet lasted 29 years. This was a good example of prudent decision making around expenditures only being made when necessary.
- Library Director Peter Struzziero was appointed to Age Friendly Advisory Committee. He worked to help develop a 5 year action plan to make the Town more age friendly. A new committee has been appointed to carry out the action plan, and he's also been identified to sit on this group.



- Director Struzziero was also elected to a new three year term on the Minuteman Library Network Board of Directors, and appointed Executive Board Liaison to all Committees and working groups.
- Board of Library Trustees incumbents Elaine Alligood (Vice Chair) and Corinne McCue Olmsted won their seats back for a new three year term.
- Elaine Alligood became the Chair of the Trustees for the first time in her long tenure with our Board which dates to 2006. Longtime Chair Kathy Keohane assumed the role of Vice Chair. We thank Kathy for her 6 years of service guiding the Board and our Library Director.
- We ask patrons who return materials late to leave behind a contribution to the food pantry, in lieu of late fines. Whether a monetary donation or a non-perishable food item, we believe that this is a more efficient way to contribute back to the community than the small amount of late fines that were collected each year. For the last three years we have been the #1 contributor in town to the Food Pantry, a partnership of which we are very proud.
- The Select Board has determined that there will be a town wide vote in 2022 to determine if a new Library will be built. This has been a discussion with town leadership for over 20 years and will be the 1<sup>st</sup> vote for the Library in nearly 60 years. Our building has been failing in critical ways each year for over two decades, and we are now at a critical point. Whatever the outcome and decision of the voters, we'll be proud to continue to offer the best service possible.

### **Circulation Services**

- The Belmont Public Library continues to be a top circulating public Library in the Commonwealth of Massachusetts, even when compared to communities that are much larger. The last completed statistics before the COVID pandemic showed the highest usage in Library history, with just below 650,000 items checked out in a 12 month period. The devotion of our Library patrons and the staff's hard work to make excellent services even better are very important parts of why that number is so high. In FY21, a year completely affected by COVID, the Library still circulated over 425,000 items with more than half of them checked out at the adult circulation desk.
- We had 128,000 items pass through our holds shelf this year, and we sent over 80,000 items to other libraries via interlibrary loan. In a year where patrons had limited access to the Library building, we managed to give nearly 700 new patrons Library cards using a new digital signup procedure.
- Social distancing and patron safety were of the utmost importance this year. In order to still provide Library services to patrons, we offered outdoor pickup of Library items in our parking lot and once it became colder, patrons approached windows on the main floor of the Library and in the



Children's Room. Once we were in a safe enough situation to end parking lot and window services, we continued to offer contact free checkouts for patrons with self-checkout machines, and with a free app patrons could use to check out items themselves with their mobile devices. The Circulation staff taught patrons how to successfully use these tools every day.

- Even with all the challenges of the current health crisis, the Library successfully completed another year of our homebound delivery program, Books on Wheels, in partnership with the Council on Aging. Through this service, the Library circulated hundreds of items by delivery to citizens in Belmont who could not come to the Library due to health or age related issues.
- Staff in both the Circulation and Reference Departments carefully select and curate a variety of displays throughout the Library, highlighting current events, holidays, trends and unique interests. These displays drive very strong circulation statistics regularly, and through social media and other communication methods, staff worked together to create digital displays so that patrons could still take advantage of our Library's offerings, even from home.

### **Adult/Reference Services**

- Though the COVID pandemic has proved to be challenging, it also presented new opportunities for successful collaborative programming, especially for author events. The Library hosted independently and collaborated on a number of virtual author events including bestselling authors such as James Patterson in December 2020; Robin Cook, Robert Reich and Babrabra Delinsky in February 2021; Pam Jenoff in June 2021; and more local authors such as Carol Orange and Joanna Schaffhausen in May 2021. In total, these author events garnered at least 2,464 attendees, showing that outside the box programming and collaboration really helped bridge divides in these grueling times.
- 2021 was a groundbreaking year in many ways, but especially in terms of the Library's hallmark event: the One Book, One Belmont community read, or as it came to be known in 2021, Better Through Books: Healing Community Together. Unlike previous iterations, this community read had an expansive focus on healing, both from racial trauma and from the COVID pandemic, and spanned two months instead of one. Better Through Books included a wide variety of virtual and safe in-person offerings for a total of 23 events with over 700 attendees. It also strengthened some amazing partnerships with Belmont organizations such as Belmont Against Racism, Belmont Books, Belmont Chinese American Association, the Belmont Council on Aging, the Belmont Food Collaborative, the Belmont Gallery of Art, the Human Rights Commission, Belmont Public Schools, the Belmont Religious Council, the Belmont Wellness Coalition, the Belmont Woman's Club, and the League of Women Voters of Belmont. Our lead sponsor who contributed most of the cost was our own Friends of the Belmont Public Library. Without them, this effort, as well as all other adult programming, would not be possible.



- The Reference, Young Adult, and Children's Departments came together to create fun and successful programs in spite of the COVID pandemic. With the Beech Street Center, we ran two successful Pen Pal programs, in fall 2020 and summer 2021, connecting residents through mailing letters. Patrons appreciated a way to unplug and make new friends near and far, and across generational lines.
- In September 2020, the Reference Department introduced a virtual chat reference service in order to help address the onslaught of questions about accessing Library resources from home. Since then, Reference Librarians have answered 1,039 questions without requiring patrons to come into the Library building.
- The Library's various community partnerships continue to thrive and expand. Reference librarians partnered with the Belmont Human Rights Commission and Belmont LGBTQ Alliance on a Pride Parade to celebrate Pride Month in June. On the parade day, the Library provided a list of recommended books as well as a display of items that patrons could check out and take home at the parade's end point. We also worked with Belmont Against Racism and COS New England to promote their anti-racism book group and 30-day anti-racism challenge based on the book Waking Up White by Debby Irving. BAR and the Beech Street Center also co-sponsored our Juneteenth film screening and discussion event of Just Mercy with Library Director Peter Struzziero.
- Our partnership with the Belmont Farmers' Market continued and was even stronger this year. We were invited to host our own table at the market on the first Thursday of each month, in addition to the weekly storytimes the Children's Librarians lead. We provided a wide selection of books for children and adults about food, farming, and community that patrons could check out right at the market. Residents could also sign up for a Library card while shopping, and children could make a farm related craft.
- In order to bring Library services to town residents without requiring them to come into the building, librarians brought items for children and adults to various Belmont locations throughout the summer. The first two events were held outside the Library before it opened for browsing in June. Then we held ten additional pop up libraries at town parks, including for Belmont Recreation's outdoor movies series, the Farmers' Market, and at outdoor storytimes, which yielded a total of 180 interactions, 53 people checking out items, and 5 new Library cards made.
- The winter of 2021 saw our first ever Winter Reading program! A way to engage patrons with the Library during the snowy months of the COVID pandemic, the Library offered activity ideas for all ages, with chances to earn gift cards to local businesses as a way to support them during this challenging economic time. 128 people (60 children, 10 teens, and 58 adults) participated, completing nearly 400 activities, which ranged from engaging with the Library in various ways (attending a storywalk or program, sending us a bit of trivia, or interviewing a family member and adding it to the Belmont Story Project), to more solitary activities (do a puzzle, go screen-free for 24 hours, try your hand at something new), to reading-based activities (read a book published in the decade you were born, read aloud to someone.)



- Program offerings helped encourage creativity and ingenuity while supporting local businesses. The Reference Department invited Belmont Wheelworks to provide a bicycle maintenance workshop in our parking lot, and Pinot's Palette hosted a Paint Night. Both events were well attended.
- The Belmont Story Project has a new look thanks to a move from its previous platform to the more interactive (and attractive!) Biblioboard. It is now much easier for community members to find and listen to previously recorded oral histories and share their own on the same site! This new home also gives BSP the option of more seamlessly integrating patron sourced local history in forms other than audio, such as photos, videos, documents, and journal entries. BSP is presented in partnership with the Belmont Council on Aging, Belmont Historical Society, Belmont Media Center, and the Belmont Citizen-Herald.
- The Library's monthly adult craft along program continues to be a hit with patrons. Participants of all skill levels sign up and receive a kit containing all the crafting materials they will need and then join a fun, relaxing, and social Zoom gathering to complete the craft. Favorite projects so far include crepe paper flowers and Mason jar votives.
- The Belmont Public Library Cookbook Club had another great year. Working from a different cookbook each month, participants selected a dish to make and brought it to showcase over Zoom, where they discussed what they liked and disliked about the book. The club had consistently strong attendance numbers and showcased one of the Library's most diverse book collections.
- The Library introduced its now regular Virtual Trivia Night in July 2020 to a warm reception. Participants are asked about a wide range of topics and the questions grow more challenging as the game goes on. The questions are geared towards adults in difficulty level but are tame enough that the game is still accessible for families to play together. This monthly event has had consistently high attendance since it was first offered in July 2020, with over 375 participants in FY 2021.
- In response to the loss of AcornTV as a much loved but short-lived streaming service, the decision was made to increase the number of monthly borrows through Hoopla, which also streams television shows and movies, as well as providing e-books and e-audio. This resulted in an increase of 448 new patrons using Hoopla in FY21 and an average circulation increase of 25.67% since 2019.
- Belmont Book Discussion, a bimonthly fiction book group for adults, was revitalized this year to include more recent and diverse titles and authors. The program attracts a steady group of regular attendees and newcomers at each meeting.
- The Library partnered with the local group Meadowsaping for Biodiversity to educate and encourage 36 enthusiastic registrants on the benefits of planting native species right in their own backyards. The presentation was invigorated by the inclusion of a speaker from BHS Climate Action Club.



- The Library continued to offer two different weekly conversation groups virtually for adult English language learners from countries around the globe, with weekly sessions for multiple skill levels held throughout the year.
- In person and over Zoom, Tai Chi instructor Aisling O'Shea guided students through this beautiful and low impact form of martial art and meditation. O'Shea provided an overview of the basic concepts of Tai Chi and Qi Gong, and introduced patrons to the Tai Chi Long Form, all of which is open for all physical abilities since it can be adapted for standing, walking, or sitting. In between classes, students can continue to practice the Tai Chi movements by following along with recordings and tutorial videos on the Library's YouTube channel.
- What else can you find on the Library's YouTube channel? Over sixty videos including recorded programs, instructional videos in support of life-long learning and tutorials showing patrons how to access Library resources from home. When patrons couldn't get in-person help in the Library building, these videos helped Belmont residents read the Boston Globe through the Library, invest with Value Line, and connect with programming even if they missed the event itself! All told, the Library's YouTube videos received **2,026 views** in fiscal year FY21 alone.
- 70 adult readers participated in our Summer Reading Program completing book- and non-book related outdoor and/or socially distant activities. Attendees interacted with the Library by sharing photos of their activities on social media. Among them were two virtual events tying into the Tales and Tails theme: R-Rated Tales: Murder, Intrigue, and Colonialist Lies in the History of Cinderella in July, and R-Rated Tails: Vicious Animals in August. Participants also earned entry into weekly raffle prizes that once again spotlighted local businesses and partners such as the Belmont Farmers' Market, Rancatore's Ice Cream, Moozy's Ice Cream, Belmont Books, and Bakehaus.

### **Technology & Technical Services Department**

- Belmont was one of the few libraries offering in-Library patron computer access this year. Patrons could schedule half hour appointments through the Library website, or walk-in to use any available workstations. To maintain social distancing while still providing troubleshooting help, computer management software was purchased to enable reference staff to access patrons' screens remotely. A similar concern to minimize the handling of currency resulted in a change in the printing fee structure, and provided patrons with ten printed pages free of charge per day.
- Another pandemic related technology upgrade was the acquisition of SenSource, a real time occupancy system which replaced older door count technology. Traffic data is available remotely for department heads through an app, as well as visually for patrons at all three public entrances using 24-inch monitors. This system also enables text message alerts to be sent to key personnel should occupancy approach unsafe, predefined levels. SenSource also provides more robust historical traffic data with built-in reporting showing attendance trends, averages, and overall totals.



- One item that had long been in the works, but became especially in demand during COVID times was the addition of Wi-Fi hotspots to Belmont's circulating collection. These Coolpad Surf hotspots are free of charge to Belmont patrons and provide unlimited, high speed mobile internet access using the Sprint network through Mobile Beacon. Since their introduction in December 2020, the five hotspots have circulated over 150 times. Additionally, there is one staff-dedicated hotspot used for programs outside of the Library requiring Wi-Fi access, including pop up libraries, movie nights and outreach at the Pride Parade and the Belmont Farmers' Market.
- One of the other network-based innovations that the Technology & Technical Services deployed as a response to COVID was the ability for self checkout via the MLN Mobile App. With this option added to the Minuteman Library app, patrons are able to check out Library materials they find on the shelf with the camera on their phones. This made for a relatively contactless checkout process when concerns about personal contact and social distancing were high, and made the Library accessible more than ever, even during the challenges of coming out of a COVID winter.
- In spite of being short-handed for most of the year, Technical Services staff created several new collections, and reconfigured existing ones. New collections included many items especially in high demand during the COVID pandemic such as the popular circulating puzzle collection, Binge Boxes (compilations of thematically connected DVDs such as "Don't Travel with Tom Hanks); vinyl /LP, anime; and the Juvenile Wonderbook collection, as well as adding two new streaming services, Disney Plus & HBO Max to additional Library Roku. The Professional Collection was modified with standardized cataloging and relocated to a central location more accessible to all reference staff. The Library took advantage of new packaging options for Great Courses, a series of college-level audio and video courses. A pilot project to retrofit 50 out of the 350 courses was successfully concluded, and the decision to complete this process with the remaining items in this collection will continue next year.
- The year ended with the addition of two full time staff. Smitha Prasad was promoted from Circulation Assistant to Library Assistant II - Technical Services. She brings a strong Library background along with an exceptional understanding of the Create Lists function in Sierra, the Library's Internal Library Computer System. Ryan Green was hired in June as the new Technology Librarian. He had previously worked as a part time reference librarian in Belmont, and prior to his accepting this full time position had worked on a number of technology projects within the Library, including setting up the Raspberry Pi options for SenSource.
- It was an unusual year in many aspects, but there is always opportunity in adversity. One such case occurred at the end of the fiscal year as Technical Services staff were able to identify materials funds that could be shifted towards digital Belmont Public School resources using Overdrive Advantage, and compile numerous lists for selectors to order. These additions included over \$30,000 spent on summer reading titles for 7th through 12th grades, juvenile digital audiobooks & ebooks, including summer reading and popular series titles. Overdrive Advantage titles are exclusive to Belmont patrons for the first six months, and are then shared across the Minuteman network.



### Children's Services

- The Jane Gray Dustan Children's room, like the rest of the Belmont Library, continued to provide programs and services to patrons of all ages as the effects of the COVID pandemic continued to be felt locally and nationally. Children's program attendance totaled an estimated 2,500 attendees from both virtual programming and outdoor in-person programming.
- Starting in July of 2021, the Library was happily able to return to in person story times at the Belmont Farmers' Market. Children's librarians Deborah, Bethany, and Rosanna came each day the market was open to read books and perform songs promoting healthy eating and summer activities and encourage patrons to connect with the market.
- Along with our return to the Farmers' Market, the Library hosted in person story times at the Underwood Playground and at Belmont Recreation's summer camp. We were delighted to be able to engage young patrons through stories, songs, felt boards with over a 1,000 children and families attending these programs.
- The Children's Room offered summer fun and a partial return of the Read and Bead program while still keeping the safety of patrons a priority. Our virtual summer reading program, a collaboration between all Library departments, had 252 registered children's users. The program encouraged kids and their families to engage in activities of all sorts, as well as to explore the different books and sections in the Children's Room. When participants finished their challenges, they won a necklace full of fun and colorful beads and decorative tags, combining elements of our tremendously popular Read and Bead summer program that we hosted before the COVID pandemic.
- Even though in person programs were not offered for a portion of the year, a large variety of story times and programs for our baby, toddler, and preschool aged patrons were still available to patrons virtually. Regularly scheduled concerts included Matt Heaton, Emily Hall, Marcos Valles, and the Toe Jam Puppet Band. Leigh Baltzer offered story times read by her puppet friends, and local resident Rubi Lichauco brought her Music and Movement program to life virtually and helped teach music elements to families. The Powers Music School brought high quality children's concerts based on picture books to patron's homes on Saturday mornings. Children's Librarians offered a variety of virtual storytimes multiple times a week to help reach families at home.
- School aged children could stay busy with programs including Yoga with Roxana and Paulina, art instruction with Pop Up Art School, a workshop on how to create their own magic tricks from Debbie O'Carroll, and a mindfulness program with Sheryl White. Virtual book clubs complete with take home snacks were offered to families.



- The pandemic did not stop the Children's Room from continuing to partner with the local residents, organizations, and town agencies throughout this year. Fire Safety Week with the Belmont Fire Department was held virtually this year with the Library Director and the Acting Fire Chief teaming up to read stories related to fire safety and firefighting. Watertown/Belmont Coordinated Family and Community Engagement (CFCE) grant program, along with the Belmont Youth Commission, offered virtual resources and provided outdoor storywalks throughout the year in the gardens of the Library and other local parks, along with accompanying STEAM kits that families could take home. Belmont Recreation and the Library teamed up to do outdoor storytimes next to the Underwood Pool, providing us an opportunity to bring in person storytimes to the community for the first time in a year. In person and virtual nature programs from Habitat were tremendously popular with families with children of all ages. Belmont resident Dr. Amitha Jaganath Knight did a storytime in the Library yard of her first picture book, *Usha and the Big Digger*, and answered questions about what it was like to write a book that incorporated math and storytelling together.
- Having access to the Library and its resources is more important than ever, which meant prioritizing getting children Library cards. During the spring of 2021, the Library continued its Access for Every Student Outreach program to insure that all fifth graders at Chenery Middle School had the chance to create a Library card of their own and be able to utilize all that the Library offered through online databases, e-materials, physical books, movies, and video games.
- Patrons had limited access to the Library building during this fiscal year, but the Children's Room staff got creative with how they could continue to provide Library materials and programs to the public. Staff worked to assemble take home craft kits with all materials included in one bag for families to pick up at the Library and make at home, with staff leading demonstrations on Zoom. Crafts included a pompom hedgehog, a 3D valentine heart, a no sew pouch, and a stress ball.
- When patrons could not browse the Library shelves, staff created book bundles so that families could come as close as they could to the browsing experience. The bundles consisted of five books grouped together by age, interest, and reading ability, and were often customized for patrons on the spot, as well as requested in advance of a visit. Staff assembled over 865 bundles, making a total of approximately 4,325 books borrowed through the bundles.



## Young Adult Services

- The Young Adult Department is focused on creating new programs and volunteer activities. Engagement was driven by the teens who were most interested in making contributions to the Belmont community, whether it was through online content creation, community mental health projects, leadership training, or peer mentoring.
- The Library offered 151 programs for teens with 658 total attendees this year, with a 5-month gap when the YA Services Librarian was unavailable due to parental leave. The majority of our programs were virtual, with some exceptions for our Augmented Reality Scavenger Hunt in October 2020 and our Study Buddies program. Program offerings shifted in focus from socializing activities to personal and academic growth development. These offerings included online roleplaying adventures, antiracism book clubs, coding sessions, creative writing classes, craft workshops, mentoring, and virtual stress relief programs.
- Our 47 teen volunteers accrued a total of 541 volunteer hours for the services they provided to the community, which ranged from winter knitting projects, to book blog publications to running virtual programs. Several teens took a majority share of this time in creating over 150 pages of written content and lore for our statewide Dungeons & Dragons event series leading up to the summer of 2021.
- Our virtual summer reading challenge had a total of 63 participants who logged their reading 823 times and wrote reviews for 51 books. Additionally, the YA Services Librarian ran 123 programs over the course of the summer with 768 participants.
- The joint program Study Buddies debuted June 2021 with an average of 36 participants each week. It was reworked from our Homework Hotline volunteer program of fall 2020 with great success. Teen mentors were matched with elementary students to help practice study skills over the summer. Topics of interest ranged from English language learning to the Byzantine Empire to electrical engineering. Students were given the option of meeting virtually or in-person with masks each week. The YA Librarian facilitated all communications between the mentors and their matches' parents and the Children's Department provided support in hosting virtual sessions.
- Readers found community and enjoyment in our year-round publication of Spoiler Alert, a blog that shares honest reviews from teens about soon-to-be published YA materials. These reviews have driven interest in new YA collection materials across the board.
- This year we solidified partnerships with Chenery Middle School and Belmont High School through the purchasing of complementary materials for 11 different classrooms throughout the school year and the establishment of Department Library Cards for BHS and CMS English Departments. Pop-up libraries at the end of the school year ensured that students were able to access summer reading materials.



**Department Budget:**

Below is a summary of changes above 5% from FY23 for non-salary items:

- **Medical Billing** – An increase of \$615
- **Capital Outlay** – An increase of \$14,000. Since its inception the Capital Outlay has only funded computers at the Library. In 2021 we have many annual technology needs and no funding source. Most needs do not meet the Capital Budget threshold. This has been exacerbated by COVID. This year we are in need of a new server, OWL technology, expanded Wi-Fi coverage, new projectors and screens, and installation fees for all. We seek this new level for Capital Outlay.
- **Telephone** – An increase of \$771
- **Software** – An increase of \$2850. New total of \$4850 (Zoom licenses, Constant Contact, Chat reference service, and building capacity monitoring system)
- **Computer Services** – An increase of \$4,980. For a new total of \$84,769 – this increase represents the increase in the Minuteman Library Network Fee
- **Building Maintenance** – an increase of \$25,000 to support Facilities Director Dave Blazon with the costs of the Library Cleaning Contract

**Staffing and Structure:**

	<b>Total</b>	<b>% of Total</b>
Circulation	6.4	24%
Adult	5.7	21%
Young Adult	1	4%
Children's	5.6	21%
Tech	4	15%
Plant Operations	1.3	5%
Admin	2	7%
Pages	0.9	3%
<b>Total</b>	<b>26.9</b>	<b>100.0%</b>

*Circulation Services* consists of a supervisor and four full-time circulation assistants. The department also has several part time (non-union) employees who help cover the seven days 66 hours that the department is normally open each week. There is a total of 6.4 FTE's for this department. The Library also employs several teenagers who work a few hours each week as pages putting items away on the shelves. The total FTE for the *Pages* is 0.9



*Adult Reference Services* consists of a Coordinator and five full-time librarians; all full-time librarians report to the Coordinator of Reference & Public Services. The Technology Librarian also covers the Reference Desk but reports to the Coordinator of Technology & Technical Services. The Department has several part time (non-union) staff that help cover the Reference Desk during the 68 hours open. All staff in this department are professional Librarians, and must have a Master's Degree in Library Science. The total FTE's for this department is 5.7

*Young Adult Services* consist of a librarian (1 FTE) who covers the Reference and Children's Room desks and reports to the Coordinator of Reference & Public Services.

*Children's Services* consist of a Coordinator and one full-time Children's librarian. The department has one part-time (25 hours) library assistant and several part time (non-union) staff that help cover the room seven days a week. The total FTEs for this department is 4.6, with 5.6 proposed.

*Technology & Technical Services* consists of a Coordinator, one full time Technology Librarian, one full time Administration Assistant, and one full time Library Assistant. The Coordinator is a librarian who also helps cover the reference desk. There is one part time staff member who works 12-16 hours per week, though this role is currently vacant and set at 0.0. The department is open 35 hours a week. The total FTE's for this department is 4

*Plant Operation* is staffed with a Head Custodian and a part time custodian who covers weekends and vacation. A contractual cleaning service also covers additional hours each week. The total FTE's for this department is 1.3

*Administration* consists of the Library Director and the Administrative Coordinator. The total FTE's for this department is 2.



**GOALS, PROGRAM PERFORMANCE MEASURES AND DESCRIPTION OF FUNCTION**

**CIRCULATION SERVICES**

**1. Goal: Service** - Provide excellent customer service to Library patrons and assist them in accessing the Belmont Library collection and the overall Minuteman Library Network.

- Continue to provide the circulation of materials safely, utilizing PPE, social distancing protocols, and educating patrons on how to use self-check machines and the self-check mobile app on their personal devices.
- Greeting patrons as they enter the building and being the first point of contact and service. Checking out materials, processing reserves, collecting returns, and processing delivery bins of patron requests each day.
- Check in and check out materials owned by Belmont and materials from other libraries in and outside the network, notify patrons of reserves and overdue items, unpack bins for materials being returned to Belmont, receive materials from other libraries to fill requests, and pack bins to send Belmont materials to fill requests and return items from other libraries.

**2. Program Performance Measures:** The Belmont Library was proudly ranked 10<sup>th</sup> in Massachusetts for overall collection use at over 648,000 during the last complete year of data Pre-COVID. Just five years ago we were ranked 15<sup>th</sup>. This was the highest collection use in Library history. As eBook and downloadable content circulation continues to rise, the physical item circulation will see modest decreases. That said, the Library has seen an over 300% increase over just the last four years of digital circulation, but still, check ins and check outs of physical materials remained strong with over 425,000 in FY21, exceeding our goal for the year. This trend in the way patrons utilize the Library through electronic downloading is expected to continue in FY23 but quite simply, physical items being put in the hands of our residents is still the #1 thing we do.

Circulation Services Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# of items checked in and checked out	425,324	393,000	575,000	625,000

**3. Detailed Description:**

- Check in and check out of all materials owned by Belmont and materials from libraries in and outside the network.
- Print paging list to retrieve material being requested from Belmont residents and other libraries, notifying patrons of reserves and overdue items.
- Reconcile fines and lost items.
- Issue Library cards and maintain a patron database.
- Pack and unpack bins of materials going to and from the Belmont Public Library and other area libraries to fulfill patron requests.
- Shelve materials and maintain the order of the entire adult collection.



- Our Circulation team also manages our popular Books on Wheels Homebound Delivery program, a collaboration with the Beech Street Center.

**ADULT REFERENCE SERVICES**

- 1. Goal: Collection Development** - Maintain a strong print collection while providing new media and online resources to meet patrons' changing needs and interests.
  - Continue to offer online programming, virtual reference support via chat, phone, and email, and support job seekers through the current COVID recession.
  - Read reviews, keep up-to-date with electronic resources and media to aid in selecting of new materials for the adult collection to meet the needs and interests of the patrons.
  - Using circulation reports and patron interests, staff withdraw items from the adult collection that no longer circulate, are no longer relevant, or have outdated information.

**2. Program Performance Measures:** As the Library looks to the future we continue to make efforts to right size our collection. The Adult Reference Department specifically has been working to decrease the size of our physical collection, increasing the quality of what remains, the ease in which to locate good sources, which helps us allocate resources for popular digital services. The Performance measure for this department will no longer be items added and withdrawn, but digital circulation goals, and adult programming efforts, and successful reference transactions.

As mentioned in our Circulation review, the Library has seen an over 300% increase over just the last four years in the items being downloaded, signifying a clear shift in the way patrons access materials. This number was around 38,552 in FY17, but grew to 154,907 this year. These numbers represent a wealth of digital options, including OverDrive for ebooks, Kanopy for film streaming, our digitized year books, resident lists, historic newspapers, and the ever popular Hoopla, which has a little bit of everything. This trend in the way patrons utilize the Library through electronic downloading has been consistent over the last decade and looks to continue in FY23 and beyond. We continue to shift resources towards electronic material purchases each year.

Adult Services Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# of program offerings	203	225	207	225
# of reference transactions	10,265	15,125	27,027	28,000
# of ebook, music, video downloads and other electronic collection usage	154,907	210,000	135,000	140,000

- 3. Detailed Description: Adult/Reference Services Overview**
  - Select books, databases and other materials for the adult and reference collections.
  - Keep up-to-date on the development of electronic resources and other new media.
  - Select and maintain the general reference, fiction, and non-fiction collections.
  - Select and maintain the audio visual collection including music compact discs, audiobooks, DVDs, and Blu-rays.



- Answer information and reference questions in person, over the phone, by chat and via email.
- Provide guidance and instruction to patrons using the Internet, the online catalog, and other online databases.
- Maintain and update the Library website.
- Initiate and facilitate appropriate programs for Library patrons.

**YOUNG ADULT SERVICES**

**1. Goal: Collection Development** – Maintain a strong print collection while providing new media and online resources to meet patrons’ changing needs and interests.

- Continue virtual and outdoor programming efforts to educate and enrich the lives of teens.
- Read reviews, keep up-to-date with electronic resources and media. Stay attentive to the school curriculum to provide homework support. Select materials for the Young Adult collection to meet the information needs and leisure reading/viewing of the students in grades seven through twelve.
- Using circulation reports, school curriculums, and students’ interests, staff withdraw items from the Young Adult collection that no longer circulate, are no longer relevant, or have outdated information.

**2. Program Performance Measures:** With an updated, comfortable, and attractive space for Belmont teenagers to enjoy, and a now right sized collection the performance measure for this department is now to host successful programming efforts to engage our great teen population.

Young Adult Services Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# of Young Adult programs	113	118	155	113
# of Young Adult program attendance	744	1,100	1,500	744

**3. Detailed Description: Young Adult Services Overview:**

- Provide Library and information services to students in grades seven through twelve. Select materials for the young adult collection & maintains the collection.
- Assist students in the selection of materials for school assignments and in choosing materials for their leisure reading.
- Instruct students in the use of the online catalog and databases.
- Train, schedule, plan projects, and collect statistics for teen volunteers.
- Initiate appropriate programs for teenagers, including reading programs, writing workshops, STEM (science, technology, engineering, and math) programs, and our Teen Advisory Board.
- Maintain teen pages of the website for homework support, study guides, book review database and book lists.
- Work closely with the middle school and high school teachers and librarians.
- Offer one-on-one research support to students working on major projects and papers.



**CHILDREN'S SERVICES**

**1. Goal: Collection Development** - Maintain a strong print collection while providing new media and online resources to meet patrons' changing needs and interests.

- Continue the processes of virtual storytime, Belhop Recommendations, and live programming, whether virtual or in person.
- Read reviews, keep up-to-date with electronic resources and media, and keep up-to-date with the school curriculum for homework support in order to select new print and non-print materials for the Children's collection to meet the information needs and leisure reading/viewing of children from infancy through the sixth grade and their parents.
- Using circulation reports, school curriculums, children and parents interests, staff withdraw items from the Children's collection that no longer circulate, are no longer relevant, or have outdated information.

**Goal: Programming** – Provide developmentally appropriate learning experiences by offering a variety of story times, performances, sing-alongs, STEM (science, technology, engineering, and math) events, and other activities appealing to children of all ages and a wide variety of interests, including programs in other languages to reflect our diverse population of residents.

**2. Program Performance Measures:** The Children's Department offered 165 programs in FY21, sometimes two in a day. This number exceeded our goal by almost 40%.

Children's Services Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# of Children's programs	165	345	195	275

**3. Detailed Description: Children's Services Overview**

- Provide Library and information services to children from birth through grade six.
- Answer reference questions and provide readers' advisory service to children and caregivers.
- Select and maintain the print collection of picture books, easy readers, fiction, graphic novels, and non-fiction.
- Select and maintain the audio-visual collection of movies, audiobooks, and music.
- Provide programs including story times for children from infancy through 5 years of age, reading programs throughout the year for readers and pre-readers, music programs, science and maker programs, and other enrichment programs funded by the Jane Gray Dustan Fund.
- Provide programming for school aged children.
- Check in and check out of all children's materials owned by Belmont and other libraries in the network.
- Process children's reserves, issue Library cards to children, reconcile fines and lost items on children's library accounts, and shelve materials.



**TECHNOLOGY & TECHNICAL SERVICES**

**1. Goal:** As a newly combined Department, our 1<sup>st</sup> year goal was to streamline all the technical or back of the house processes having to do with technology, technology support and the processing of new materials for checkout or patron use in the Library. This is going very well and continues to be a focus. Technical Services staff members also process outgoing materials as data on usage is captured.

- Order and process all new materials, enter the new material into the online catalog and prepare each item with proper label, security, and jacket to make item ready for check out.
- Process all discards to keep the online catalog up-to-date.
- Manage all technology, hardware, software, devices, technology programming, and other Library electronic equipment.

**2. Program Performance Measures:** 24,593 items were processed last, exceeding our goal. Trimming down our physical collection continued to be a high priority and has improved the accessibility of the overall collection. This year's number will likely be lower than planned as a result. As we continue to pivot further towards electronic materials, the projection for FY23 is 25,000 items processed.

Technical Services Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
# of items processed	24,593	35,500	21,500	25,000

**3. Detailed Description:**

- Order, receive, process and invoice new materials.
- Enter all new materials into the Minuteman Library Network's online catalog.
- Prepare items with proper labels, and plastic jackets.
- Replace jackets, cases, barcodes, labels, etc.
- Receive, sort and distribute mail.
- Check in periodicals.
- Maintain (adding and discarding materials) holdings information.
- Create requisitions.
- Assist on the circulation desk.
- Help unpack the deliveries with materials being returned to Belmont as well as materials to fill holds for Belmont patrons.

**A note from the Chair of the Board of Library Trustees – Elaine Alligood****This is the way.**

The Library team reinvented what it means to be a public Library these last two years in response to COVID, as highlighted in our accomplishments section. With no road map or past experience to draw upon, our team heard the call, and answered it. At present, we are the most active building in town, currently offering virtual programming, physical materials in building, digital materials from home, service via phone, email and chat, and of course friendly faces at our public service desks. This is the way to run a Library in the 21<sup>st</sup> century. Our work here is just beginning. The near future will be dictated by the near past. As we continue to increase services, and restore many things that were shut down, the reality is that many of the ways we reinvented ourselves to serve a population in crisis will remain in place permanently. Patrons love knowing that their Library is open 8-12 hours a day as a community center that can serve all their needs, but also as Belmont's 24/7/365 digital living room.

The Library is the most heavily used community wide resource. In times of economic downturn and strife, Library services historically see strong increase in the use of their services, and our statistical successes in FY21 prove that theory. Numbers don't tell the whole story though. Our Library continues to serve as a valued and valuable community resource. The Library team has done an amazing job reinventing and reimagining what the Library means to the community during this pandemic and beyond.

**Opportunities: A new Library for Belmont.**

Community support for the Library has never been higher. While servicing the community day to day, we have also been looking at the future for a very long time. In recent years we have successfully completed two Long Range Plans, a Feasibility Study, a Schematic Design for a new building, and as of this writing, we are on deck to take the correct next step in our Library history. In 2022 the community will have a chance to decide our future and vote for this project to build a new, safe, accessible, energy efficient, forward thinking building for all to enjoy for the rest of our lives.

While so many things have changed with the events of the past months, one thing has not changed. Our current building does not meet the needs of the community; not structurally nor programmatically. Our building systems are obsolete, the building is not handicap accessible, and we don't even have quiet study spaces, proper restrooms, or a safe elevator. Despite these barriers to service, the last statewide data released showed that we were still the 10<sup>th</sup> busiest Library in Massachusetts. Our Select Board has voiced their unanimous support, and committed to a town wide vote in 2022, to give voters the chance to show their support for the project. It has been over 20 years since this discussion began in 2001 and all together we realize that now is the time to decide once and for all. Three different studies over the last 20 years all reached the same conclusion, that a new Library in Belmont is the most prudent path forward. The Belmont Library Foundation is managing a very successful fundraising campaign and the trustees are committed to locating any and all other funding sources possible to offset the financial burden on our taxpayers. With your help and support, we will build a new Library for all, and we will see our Library move closer to being a top five Library in the Commonwealth.

As always, we want to share the requirements that must be met annually to be certified by the State.

**STATE REQUIREMENTS:**

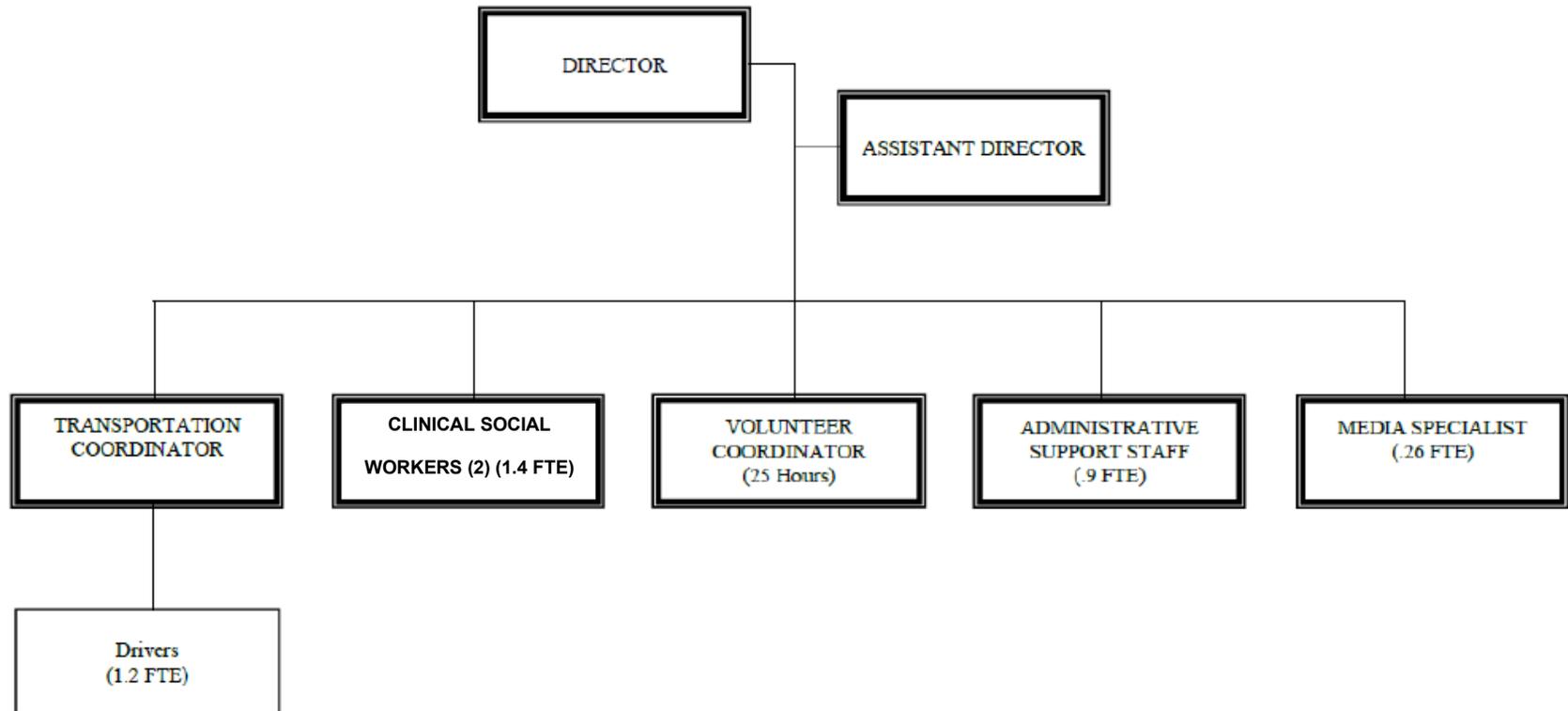
To be certified by the Massachusetts Board of Library Commissioners, the Library must continue to meet the following six criteria:

1. Meet the Municipal Appropriation Requirement
2. Meet the minimum standards of free public library service
3. Remain open a minimum number of hours per week
4. Allow non-resident borrowing
5. Expend a specific percentage (based on population) of the municipal appropriation on materials
6. Have a Director with a Master's Degree in Library Science

By meeting these State requirements, the Town of Belmont receives the following benefits:

1. The Library is allowed continued membership to the Minuteman Library Network which in turn allows interlibrary loans, reciprocal borrowing privileges, group purchasing opportunities, centralized technology support, a network of librarian committees and working groups, and free use of other libraries for Belmont patrons.
2. The Library is allowed access to grants and ensures yearly state funding. Belmont Library usually receives in the range of \$35,000 - \$40,000 per year.

### Council on Aging



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation  
 Personnel Detail

Position Classification	FTE FY2015	FTE FY2016	FTE FY2017	FTE FY2018	FTE FY2019	FTE FY2020	FTE FY2021	FTE FY2022	FY22 SAL	FTE FY2023	DEPT. REQ. SAL	FTE FY2023	TA RECOMMENDED SAL
<b>Council on Aging</b>													
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 111,176	1.0	\$ 111,603	1.0	
Assistant Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 68,125	1.0	\$ 72,947	1.0	\$ -
Driver	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	\$ 9,523	0.2	\$ 9,523	0.2	\$ -
Driver	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 44,307	1.0	\$ 45,978	1.0	\$ -
Administrative Assistant I	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	\$ 19,716	0.4	\$ 19,716	0.4	\$ -
Administrative Assistant II	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 27,195	0.5	\$ 27,195	0.5	\$ -
Social Worker	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	\$ 38,998	0.4	\$ 30,763	0.4	\$ -
Social Worker - Contract Position									\$ -	1.0	\$ 60,903	1.0	\$ -
Tranportation Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 53,294	1.0	\$ 55,248	1.0	\$ -
<b>Total</b>	<b>5.6</b>	<b>372,333.3</b>	<b>6.6</b>	<b>433,876.0</b>	<b>6.6</b>	<b>-</b>							

Vacant or changes to position



## COUNCIL ON AGING

### OVERVIEW:

#### Budget Overview:

	FY22	FY23	\$Change	%Change	FY23 FTE
Total Salaries	\$366,761	\$378,233	\$11,472	3.1%	6.6
Total Expenses	\$36,775	\$98,907	\$61,132	169.0%	
Grand Total	\$403,536	\$477,140	\$73,604	18.2%	

Submitted by: Nava Niv-Vogel

In addition to the Town appropriation the COA is able to accomplish its programmatic goals with the addition of over \$500,000 from other sources

#### *Mission of the Council on Aging:*

The Belmont Council on Aging is committed to enriching the lives of seniors and to enabling them to live safe, independent, meaningful and healthy lives. The COA provides and advocates for essential services that promote these aims.

In its 12<sup>th</sup> year of operating COA programs and services participation rates are ramping up incrementally to pre-March shutdown rates, as the center opened its doors in the beginning of July, 2021. Re-opening was gradual, and only as of Nov. 1 was the center fully open 5 days per week. The 2.39% overall budget decrease is attributable to the elimination of an unfilled FTE social worker position that was part of the FY'22 budget. Otherwise, there were cost of living increases and an increase in the cost of leasing a copy machine that differed from the FY'22 budget details. The budget for this coming year presupposes the elimination of covid-19 restrictions on public access to the building. One aspect of overall budget that is dependent on whether center is closed or not is the revolving fund.

#### Program Responsibilities:

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

- **Transportation:** The COA provides and coordinates transportation services for Town seniors and disabled persons. Transportation is critical if seniors are to remain independent. The service enables seniors to perform instrumental activities of daily living such as food and medication shopping, and banking. The rides also make it possible for seniors to access medical care and meaningful activities.
- **Social Services:** For both seniors and their families, the COA provides social work evaluations, resource identification and assistance with financial, social and safety needs.
- **Nutrition:** The COA sponsors on-site and home delivered meals and provides other nutritional resources. While the meals are provided by and funded through Springwell, a regional and state funded non-profit organization, the lunch is served at the center. The COA is responsible for the administration of meal reservations.



- **Health and Wellness:** The COA provides an array of user-funded fitness activities (such as aerobics, Tai Chi, yoga, water aerobics, walking, fitness room program, bocce and dance classes), a variety of health education opportunities including evidence based programs, as well as direct health services such as weekly blood pressure clinics.
- **Socialization, Adult Education & Arts:** The COA sponsors a variety of recreational, educational and arts programs. Most of these programs are user funded and/or rely on volunteers.
- **Volunteer Services:** The COA recruits, screens and places volunteers needed to help operate the COA. In compliance with current law, all volunteers undergo a CORI check. These volunteer services not only benefit the COA and its activities, but also provide an opportunity for the volunteers to give back to the community and keep them engaged in valuable activities.
- **Senior Trips:** The trips organized by the COA provide additional socialization opportunities for homebound frail seniors who otherwise are not able to enjoy outings. In the past year the Friends have financially supported offering weekend trips to local events in a bi-monthly basis. This offers programming for seniors without the cost of keeping the center open. The bi-monthly supper club trips on Tuesday evenings accomplish a similar purpose and are very popular. In addition, the COA also makes available opportunities for seniors to organize trips. Except for minimal administrative costs all trips are fully paid for by the participants.
- **Rentals & After-Hour Use of Facility:** The coordination of all after-hours use of the building has been centralized through the COA for the past five years. This includes use by Town departments (such as the Recreation Dept.) for programs, by Town committees for meetings and public hearings, and by outside renters. The administrative tasks of the rentals involve meeting with potential renters, handling the applications, arranging for custodial care of the building during rental events, tracking and processing payments and insuring that renters properly arrange for alcohol licenses and permits from the Board of Health and Fire Departments. Ongoing meetings and communications with the Town Administrator's office are held to discuss increases in rental and custodial rates.

**Staffing:**

The Department functions with 5.6 FTEs which includes 1.16 FTEs funded by grants. Although the Town and grant funded staff members are those whose work duties require a higher level of accountability, many of the functions could not be achieved without volunteer and other contracted sources.

Staffing by Function (FTE)	Total	% of Total
Transportation	1.7	29.6%
Social Services	1.2	22.2%
Nutrition	0.4	7.5%
Health & Wellness	1	18.5%
Volunteer Services	0.1	1.9%
Senior Trips	0.1	1.9%



Socialization & Arts	0.9	16.7%
Facility Rentals	0.1	1.8%
Subtotal	5.5	100.0%
<u>Grant Funded FTE</u>		
Transportation	0.6	52%
Volunteer Services	0.3	26%
Media Specialist	0.26	22%
Subtotal	1.16	100%
<b>TOTAL</b>	6.6	

**FY'23 Accomplishments to Date:**

- **Improvement and Expansion of COA functions, services and programs to meet needs of seniors during pandemic and as center reopens.** The continuation of restrictions necessary during the pandemic has spawned a number of new programs. The twice weekly breakfast program is being paid for by American Rescue Act funds and is used by 60 seniors who otherwise experience food insecurity. The center has adapted to in-door programming such lunch program. During winter months the COA once again embarked on making outreach calls to all residents over the age of 75. Most seniors declined extra services or assistance, but a few were very much at risk and were provided with additional services.
- **New Senior Parking Permit Program** Traffic officers identified a need for seniors parking in metered parking spots around town for assistance, as it can be difficult to access the parking payment stations, particularly in inclement weather.
- **Advancement of Age Friendly Planning** The Age Friendly Action Plan, developed by the Age Friendly Advisory Council, was completed in April, 2021. It was accepted without requests for revisions by A.A.R.P. The plan is serving as the blueprint for goals to make the Town more age friendly in 3-5 years. The Select Board charged the new Age Friendly Action Committee to do the work of implementing the action plan. The COA is director is currently working to fill the seats of that committee.



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

The Council on Aging would not be able to provide the full scope of its programs and services without additional funding. It operates with 1.16 FTE paid for by a recurring state grant.

The estimated amount provided by all outside sources is \$550,000. This includes the fore mentioned state grant, a new transportation grant, smaller private grants, value of the lunch program provided by Springwell, value of volunteer labor, donations from the Friends and corporate sponsors of programs.

The following are performance measures of several of the COA's core functions

Transportation Services - Performance Measures	FY21	FY22	FY23	FY23
	Actual	Budget	Estimated	Budget
Number of medical appointment rides	1564	2,300	2,300	2,300
Number of non-medical rides	16,690	6,000	7,000	7,000
Grant Funds for Transportation	4,000	3,000	10,000	10,000
Percent of Transportation Requests Accommodated	95	98	98	98
Number of Rides Requiring Heavy Assistance	1292	2700	1300	1300
Percentage of Center Operating Hours with vehicles in use	100	100	100	100



Nutrition - Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Number of meals served at lunch site& grab'n go	9538	9550	9550	9550
Number of elders participating at lunch site &grab n'go	119	440	130	130
Number of meals served to homebound elders	19,522	16,000	18,000	18,000
Number of elders receiving home delivered meals	112	120	115	115

**INNOVATION:**

1. New ways to provide programs as center reopens More outdoor programming has been created thanks to installation of a car port, an outdoor ping pong table and equipment that makes catering outdoors easier. Another exciting innovation has been the introduction of hybrid programming to the center. Equipment was purchased and staff trained to enable people to participate remotely in classes. This capability has begun and will be expanded once the Town procures a mobile monitor, as is budgeted through the I.T. Department. The ability to register and pay for programs online
2. New mode of transportation services Thanks to finding an MAPC grant the COA has been able to fund taxi rides to medical destinations that the COA cannot serve. This program has been very popular, and a variety of sources of funding are being sought to enable continuation of the program.

**OPPORTUNITIES & CHALLENGES:**

- 1) If the full- time social worker position is not filled, due to Town budget difficulties, the current social work team will continue to struggle meeting the great need for these services. Public safety professionals will continue to be involved in such difficult cases when their time could be more appropriately used to address direct public safety issues.
- 2) Ability for seniors to remain in Belmont because of 1. high taxes and 2. difficulties finding housing options to age in place, is a huge challenge.
- 3) The re-opening of the center is challenging because the pandemic has not receded enough to revert to pre-pandemic ways of organizing programs, particularly those that involve food or music. It will remain a challenge to offer hybrid programming, as this involves more staff time planning each program.

**The COA partners with other town departments and towns in the following ways:**

- Coordinating Senior Trips with several local Councils on Aging.
- Coordinating space for a variety of other Town programming at the center including elections.



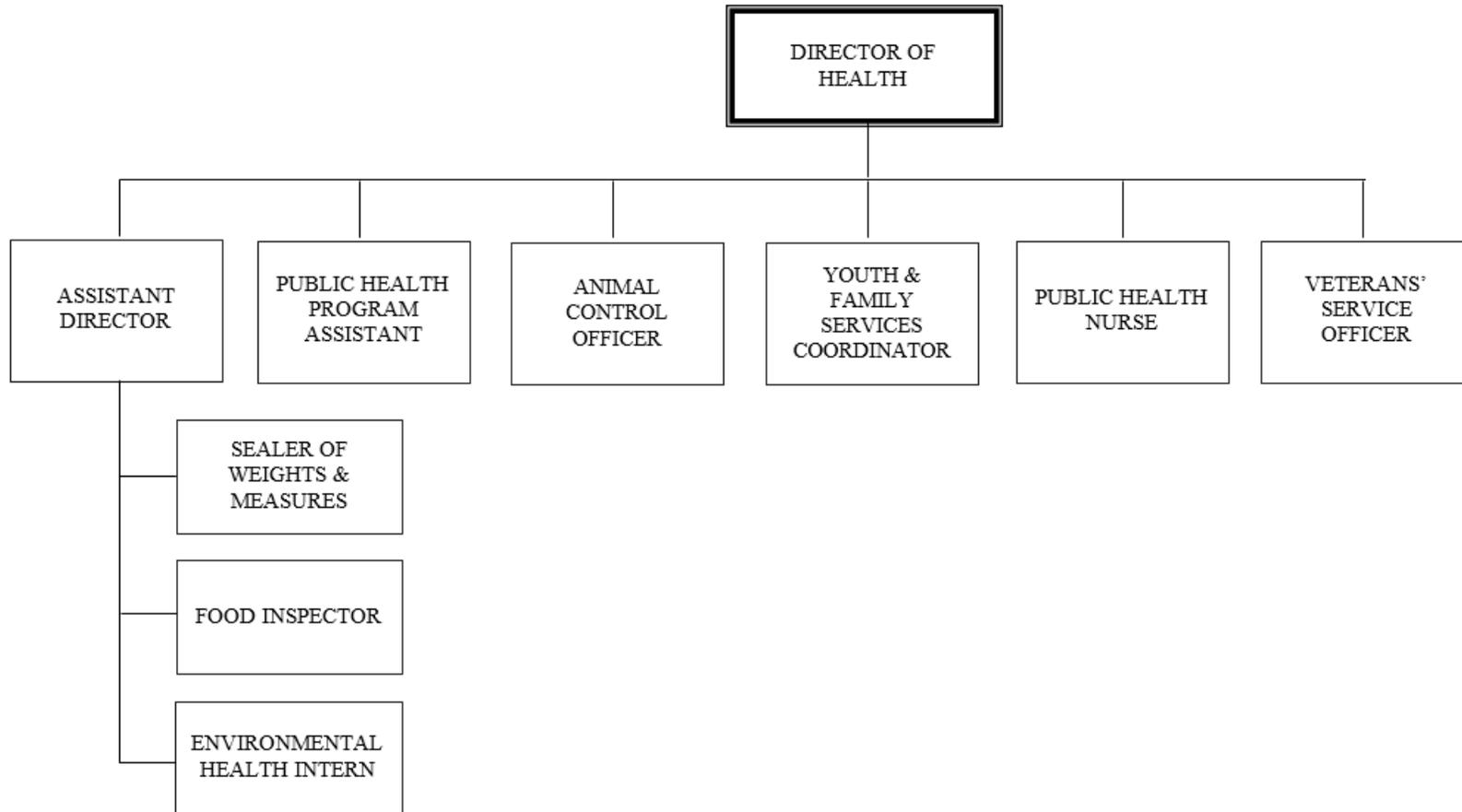
- Sharing transportation resources with Recreation Department's SPORT program and offering that program social service consultations and sharing of- the fitness room.
- Coordinating with public safety officials on emergency and disaster preparedness, both for specific events and long term planning.
- Coordinating with public safety officials on crime prevention services and educational programming.
- Providing the community with a haven from heat and other special environmental events.
- Coordinating with health and public safety officials on social service interventions for residents at risk of a variety of health hazards. The COA chairs the Safe and Healthy Housing Planning Group where there is multi-departmental problem solving on individual cases as well as activism to improve protocol and policies on a system-wide bases. Grant opportunities are pursued.
- Coordinating with Board of Health on a variety of programs and services. The past and current year coordination involves assisting with covid vaccine clinics and hosting flu clinics as well as insuring proper protocols for programs at the center. The Veterans' Officer coordinates programs with the Center, most notably the annual Veterans' Day breakfast and the monthly veterans' coffee hour.
- Coordinating with Belmont Municipal Light Department, Community Development and Assessors' Office to improve residents' financial circumstances and to enable them to remain in Belmont. For example, the Assessor's office participated in seminar for seniors on tax credits available to them.
- Coordinating with Veterans' Services, which includes monthly veterans' breakfast for senior vets, coordinating benefits for vets, an annual Veterans' Day Breakfast and other social and cultural events that are focused on veterans.
- The COA partners with different schools in the School Department to provide cultural programming for all generations at the Center and inter-generational programming elsewhere in the community. Formal programs were coordinated with the high school as were projects with individual students. BSD has coordinated with the COA to fix the stairs at the high school pool so that the senior swim program can be re-established. The BSD Music Department was particularly pro-active about joint programming, thus qualifying it for the COA's Excellence in Intergenerational Programming for 2017.
- The COA continues to partner with the Library on a variety of projects. These projects include: COA participation in the One Book One Belmont planning group, availability on Center grounds of a Little, Free Library and Books on Wheels program for homebound seniors. The COA partners with both the library and the Belmont Media Center on a popular project to record peoples' stories in Belmont.
- The COA partners with the Belmont Media Center in other ways as well. The Belmont Media Center provides technical support for COA programming and the center. The COA also provides educational programming as requested. There are 2 cable shows run by senior volunteers. The Center has benefitted from allowing Belmont Media Center regular access for taping programs there. The Belmont Media Center has offered assistance in the development of the hybrid programming.

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



- Transportation This service is available to disabled adults under age 60, as space permits.
- Volunteers For many in the community volunteering has become a useful way to gain skills and develop confidence for those unemployed. The COA provides a supportive environment for non-senior adults and select groups of students who wish to expand their work skills.
- Social services The fuel assistance, free tax preparation assistance and health insurance counseling are utilized by residents of any age in the town. Counseling is available to families who are caregivers of seniors or disabled adults. Over the summer months the COA is the agency responsible for social work needs in the Town.
- Programs Intergenerational programming is planned throughout the entire calendar year. It includes the yearly ice cream social and a variety of artistic/creative programming with the Belmont school community, such as after-hours dramatic productions that are family friendly and opportunities for young musicians, individually or in ensembles, to practice performing to adult audiences, especially designed inter-generational programming that enhances young peoples' understanding of previous generations and the life cycle.

## HEALTH DEPARTMENT



Town of Belmont - Town Administrator's Fiscal Year 2023 Budget Recommendation

Personnel Detail

Position Classification	FTE	FY22	FTE	DEPT. REQ.	FTE	TA RECOMMENDED								
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	SAL	FY2023	SAL	FY2023	SAL
<b>Health Department</b>														
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 104,852	1.0	\$ 105,255	1.0	\$ 105,255
Assistant Health Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 78,295	1.0	\$ 78,596	1.0	\$ 78,596
Program Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 72,381	1.0	\$ 72,656	1.0	\$ 72,656
Social Worker	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	\$ 38,998	0.4	\$ 38,998	0.4	\$ 38,998
Youth Coordinator	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 25,744	-	\$ -	-	\$ -
Environmental Health Intern (Summer)					0.1	0.1	0.1	0.1		\$ -	-	\$ -	-	\$ -
Environmental Health Intern									1.0	\$ 62,400	1.0	\$ 62,400	1.0	\$ 62,400
Animal Control Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	\$ 62,404	1.0	\$ 62,644	1.0	\$ 62,644
Veterans Officer	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$ 42,273	0.5	\$ 42,436	0.5	\$ 42,436
<b>Total</b>	<b>5.4</b>	<b>5.4</b>	<b>5.4</b>	<b>5.4</b>	<b>5.4</b>	<b>5.4</b>	<b>5.5</b>	<b>5.5</b>	<b>6.4</b>	<b>\$ 487,347</b>	<b>5.9</b>	<b>\$ 462,985</b>	<b>5.9</b>	<b>\$ 462,985</b>
<b>Vacant or changes to position</b>														

Health Department



## HEALTH DEPARTMENT

### OVERVIEW:

#### Budget Overview:

	FY22 Budget	FY23 Budget	\$ Change	% Change	FY23 FTE
<b>Total Salaries</b>	\$424,985	\$462,928	\$37,943	8.9%	5.9
<b>Total Expenses</b>	\$179,976	\$179,408	(\$568)	-0.3%	
<b>Grand Total</b>	\$604,961	\$642,336	\$37,375	6.2%	

Submitted by: Wesley Chin

#### **Program Responsibilities:**

The core mission of the Health Department is to improve the health and quality of life for all Belmont residents through the enforcement of local and state environmental health regulations. The department also provides the community with timely health information to help prevent disease and to promote better health. Since the beginning of the COVID-19 pandemic the role of the department has expanded to include extensive work with Town and School officials coordinate a local response to the COVID-19 pandemic. This effort continues to consume much of the Health Department's modest staffing resources and severely limits its ability to respond in person to traditional questions and concerns about the State Sanitary Codes and local public health regulations in a timely manner. However, emergency funding coordinated through the Town Administrator's Office, provided by state and federal agencies, has been utilized to allow the Health Department to hire temporary contract workers to assist with essential COVID-19 functions such as case management, contact tracing, data analysis, health education, and registration of residents for vaccine clinics. Even though there continued to be disruption in the normal day to day work of the department, the collaborative efforts of the its five divisions listed below are still required to be maintained to fulfill its mission.

#### **Divisions:**

- Environmental Health
- Animal Care and Control
- Social Services
- Disease Control
- Administration

#### **Environmental Health:**



The Environmental Health division is responsible for the enforcement of mandated State Sanitary Codes and local public health regulations. These duties include inspection of restaurants and other food service facilities, enforcement of minimum standards for rental housing, and inspections of public and semi-public swimming pools, recreational camps, and subsurface sewage systems. Other responsibilities include investigation of foodborne illness, vector control (mosquito abatement, rodent control) and nuisance complaints received from the public (i.e. trash, noise, odors, electric sanding, overgrown lawns, nuisance wildlife, etc.). The Director and Assistant Director also conduct plan reviews, administer and monitor grants, advise the Board of Health on policy development, and represent the Board of Health at court proceedings. However, this year there continued to be a shift in the priority for this division as its attention was focused primarily on the oversight of the local response to COVID-19.

**Animal Care and Control:**

The Animal Control Officer (ACO) enforces local and state regulations related to the humane care and control of animals. The primary duties of the ACO include rabies control in domestic animals, investigation of reports of animal cruelty, review of complaints such as prolonged barking and animal bites, quarantine of animals that have bitten or have been bitten by other animals, and inspection of chicken coops, barns, exotic animals, and kennel facilities. Additionally, the ACO provides education in domestic animal care and control and is also available for wildlife presentations. The ACO facilitates conflict resolution regarding cohabitation with wildlife.

**Social Services:**

The Social Services division consists of three programs: Youth and Family Services, Veterans Services, and Youth Commission. The Youth and Family Services Coordinator provides an array of social services such as clinical crisis intervention, routine clinical consults, linkages to resources, and community education programs, as identified through needs assessments. The Veterans Service Officer (VSO) assists and provides services to qualifying veterans and their dependents in accordance with the Commonwealth's Department of Veteran's Services. The VSO helps to identify the needs of veterans, links them to available services, and is involved in the coordination and/or collaboration and participation of ceremonies and parades honoring veterans. The Youth Coordinator works with the Youth Commission to coordinate events, programs, and activities for the Town's youth that focus on promoting healthy behaviors.

**Disease Control:**

The Disease Control division investigates and monitors disease outbreaks, oversees and coordinates seasonal flu vaccinations, provides health education, and participates in public health emergency preparedness activities. Disease surveillance and outbreak management is reported and tracked online through the Massachusetts Virtual Epidemiologic Network (MAVEN). Many of the tasks and duties listed above are performed by the Public Health Nurse, who is not an employee of the Town of Belmont; the registered nurse (RN) works fourteen hours per week for Belmont through a contract with the Town of Lexington. The role of the Public Health Nurse has expanded significantly to include extensive work on the local response to the COVID-19 pandemic.

**Administration:**

There are many administrative tasks associated with the five divisions within the Health Department. The Public Health Program Assistant coordinates, processes, and distributes health permits for food service establishments, pools, and recreational camps for children, septic installations, animals, temporary dumpsters, and burial permits. The Program Assistant logs and dispatches calls, serves as a clerk to the Board of Health, and provides administrative support for all Health Department programs.



Staffing by Function (FTE)	Total	% of Total
Animal Care and Control	\$75,796	11.8%
Environmental Health	\$217,110	33.8%
Veterans/Youth and Family	\$219,037	34.1%
Disease Control	\$43,037	6.7%
Admin	\$87,358	13.6%
<b>Total</b>	<b>\$642,336</b>	<b>100.0%</b>

**FY22 Accomplishments**

- The department received a \$5,000 Community Benefit Grant from Mt. Auburn Hospital to help with Youth Commission initiatives.
- The department collaborated with health departments from Arlington and Lexington to staff, schedule, and hold regional COVID-19 vaccine clinics for senior residents, first responders and home health aides. Through this effort approximately 1284 vaccines were administered to Belmont residents and an additional 200 doses were provided to those who service to the community in an essential capacity through this joint effort.
- Health Department staff partnered with Belmont Fire Department EMTs to provide COVID-19 vaccines to 56 homebound residents and to hold a vaccine clinic for 213 senior residents at the Belmont Housing Authority.
- Health Department partnered with Election Workers from the Town Clerk's Office to run a local COVID-19 vaccine call center to help residents locate and schedule appointments for vaccines when they were not yet widely available.
- Health Department staff provided contact tracing services to over 1,000 Belmont residents and also notified many of their close contacts of possible exposure to COVID-19.
- Health Department staff worked with the Belmont Public Schools (BPS) Superintendent and Director of School Nursing to review and develop COVID-19 safety protocols for academic year 2021-22.
- The Health Department worked with the Town Administrator and the Superintendent of Belmont Public Schools to coordinate and offer free community COVID-19 testing after Fall 2021 events/holidays such as Halloween, Thanksgiving, and December School Vacation.
- Health Department staff maintained weekly COVID-19 updates on the town's website and provided updates with relevant information at BOS meetings.



- The Animal Control Officer (ACO) completed the National Animal Control Associations (NACA) ACOI and ACOII and received National Animal Control Certification.
- The ACO provided Mutual Aid for both Watertown and Arlington for approximately 6 months. The ACO has also assisted in the training of the new Watertown ACO.
- As a direct result of Pet Licensing Enforcement a total of 2,552 pets (dogs and cats) have been licensed in 2021 vs. 2,262 in 2020 (+290)
- The ACO provided Public Education to Belmont resident regarding coexisting with wildlife with a special focus on coyotes
- The ACO was certified via MAVEN to assist with COVID-19 related tasks as well as Contract Tracing, help staffing at all vaccine clinics, and registering senior residents for vaccine appointments.
- The Youth and Family Services Program Coordinator was able to continue the Intergenerational Holiday Giving Tree, without disruption, during the 2020 holiday season to bring cheer to Belmont children and teens in need. The Program Coordinator organized all aspects of the program from signing up participants, to both receive and fill gift requests to hand delivery of each gift.
- The Youth & Family Services Program Coordinator researched, applied, and received a \$3,000 grant to fund a yearlong (2020-2021) Decluttering Program for residents of all ages. The Coordinator organized, administered and evaluated the program.
- The Youth & Family Services Program Coordinator provided resources and counseling to residents with hoarding issues, as part of the town's informal Safe Housing Planning Committee which includes the Health, Fire, Police Departments and Council on Aging.
- The Veteran's Service Officer (VS) reestablished monthly meetings of the Belmont Veterans' Coffee Hour to serve as a social and networking outlet for the town's veterans of all ages.
- Beginning in May 2021 the MA Department of Veteran Services rolled out a brand new software and accounting program titled On-Base to be utilized by all MA Veteran Service Officers. The VSO attended numerous trainings to learn about this new system that will help better serve Belmont veterans through the provision of benefits and services.
- The VSO also successful planned and organized events in 2020 to observe Memorial Day, Purple Heart Day, and Veteran's Day.



**Department Budget:**

The chart below provides a general overview of the functional costs for the Department. Salaries represent direct payment to employees. Other is an estimated distribution of the operating expenses for each division. For instance, other costs for Animal Control include equipment, vehicle maintenance, gas, veterinary services, kenneling, and laboratory fees. Social Service other costs include expenses associated with Veteran Chapter 115 benefits, ceremonies, conferences, grave markers, and flags.

Other costs under disease control include, but are not limited to, the contract for the Public Health Registered Nurse, medical supplies, and physician standing orders. Other costs for Environmental Health include mosquito control, sharps disposal, and equipment necessary for housing, restaurant, and pool inspections. Administration other costs include office supplies, forms, and similar office support equipment.

FY23 Budget	Salaries	Other	Total	% of Total
Animal Care & Control	\$54,602	\$21,161	\$75,763	11.8%
Environmental Health	\$156,684	\$60,723	\$217,406	33.8%
Youth & Family/Veterans	\$157,815	\$61,161	\$218,976	34.1%
Disease Control	\$30,942	\$11,991	\$42,933	6.7%
Administration	\$62,886	\$24,371	\$87,257	13.6%
Totals:	\$462,928	\$179,408	\$642,336	100.0%

**Staffing and Structure:**

The Health Department has four full time employees that include a Director, Assistant Director, Animal Control Officer, and Public Health Program Assistant. Part time employees include a Social Worker, a 26 hour per week Veterans' Services Officer, and a 19 hour per week Youth Coordinator. The Department brought back its part-time summer environmental health intern from FY21 to help out with the increased workload due to the COVID-19 pandemic. The Department's Public Health Nurse is an employee of the Town of Lexington who is shared with Belmont for 14 hours per week through a professional service contract. The FTEs recorded on this report exclude the Public Health Nurse. The core group of the Department with regard to mandated program administration and day to day operations are the Director of Health, Assistant Director of Health and the Public Health Program Assistant. In order to meet program mandates, the Assistant Director, Youth and Family Services Coordinator, Animal Control Officer, and Public Health Nurse spend much of their time out of the office on inspections, investigations, home visits, vehicle patrols, disease investigations, and other clinical activities.



<b>Health Department FY 23 - FTE</b>	
	Total
Director	1
Assist. Director	1
Administrative Assistant	1
Animal Control Officer	1
Youth and Family Services	0.5
Veterans' Services Officer	0.5
Summer Environmental Intern	0.1
	<b>5.1</b>



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

**Program Service: Environmental Health**

**1. Goals**

- a. To provide a safe and healthy environment for the residents and visitors of the Town of Belmont.
- b. To comply with the Commonwealth of Massachusetts' regulations to conduct inspections to ensure safe and sanitary conditions in: food service establishments, housing, recreational camps for children, semi-public and public pools, subsurface sewage systems and numerous other mandated responsibilities.
- c. To participate in regional activities for disaster preparedness and response in order to be prepared to assist Belmont Emergency Management Agency (BEMA) and/or our regional partners in the event of a local natural environmental disaster or disease outbreak.
- d. To coordinate, track and monitor departmental, regional, and collaborative programs in the areas of mercury, lead, and sharps disposal; and vector control.
- e. To respond to complaints from the public regarding: nuisances, rental housing, and food borne illnesses through environmental health investigations and enforcement actions.
- f. To provide the community with timely and useful health education and information and to also coordinate the local response to the COVID-19 pandemic
- g. To inform and advise the Board of Health regarding activities, policy and regulation development and health initiatives.

**2. Program Performance Measures**

Environmental Health Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Food Establishment inspections and re-inspections conducted as required by the Mass. Food Code.	250	250	250	250
Plan Reviews (restaurant, variances, Title 5, etc.	5	5	5	5
Housing Inspections and re-inspections as required by MA Housing Code	20	20	20	20
Other Inspections: Pool, r-DNA, tanning, camps, etc.	12	12	12	12
Investigations of Nuisance Complaints	150	150	150	150
Tobacco Compliance Checks	14	14	14	14



### 3. Detailed description

The primary function of the Environmental Health division is to conduct State Sanitary Code inspections and environmental health investigations. The Department provides oversight for a wide range of environmental factors that impact the health, safety, and well-being of the public. Through enforcement of the State Sanitary Code, 590.000, the Department conducts inspections to verify that the minimum standards for retail food sales are met at restaurants, grocery stores, and other food service establishments. Food establishments are regularly inspected 1-3 times per year, based on the level of risk involved with foods offered for sale at a particular site. Additional inspections are conducted in response to general complaints and reports of food borne illness, as received. Safe and sanitary housing is a necessity for healthy living and unfortunately, substandard housing conditions are more prevalent as the region experiences a shortage of affordable housing options. This has resulted in more requests for inspection of deficiencies in rental housing and calls for concerns about squalor and hoarding in homes. The Department also conducts investigations for nuisance complaints such as the improper storage of trash, overgrown lawns, and rodent activity, which may sometimes result in an order for corrective action. Fines, court orders, and/or Board of Health hearings may also be necessary before compliance is achieved. Other routine inspections include, but are not limited to, subsurface water treatment systems, semi-public and public swimming pools, recreational camps, and recombinant DNA research facilities. Retail tobacco sales establishments receive compliance checks to verify that they are not selling any tobacco or nicotine delivery products to those under the age of 21. Childhood lead poisoning prevention laws are enforced in collaboration with the Department of Public Health. Additionally, the Board of Health has a history of adopting proactive regulations to address other nuisance conditions such as abrasive blasting/sanding and disease prevention initiatives that are realized and enforced through environmental health investigations. Environmental health issues often overlap and issues such as air quality and noise pollution are addressed through the multiple agencies on the local and state levels. Solid waste management is handled by the Department of Public Works, but the Health Department is charged with the free collection and disposal of residents' sharps and household mercury and lead products. Emergency preparedness is realized through a collaborative grant and in the event of extreme weather or chemical/biological incidents, the Department is ready to provide residents with treatment, mass vaccinations, and prompt health-related information. The Department partners regionally with the East Middlesex Mosquito Control Program to monitor mosquito borne diseases and to prevent their spread through larvicide applications in catch-basins throughout the Town.

In March 2020 the primary focus of the department shifted significantly to work with Town and School officials to develop a local response to the COVID-19 pandemic. This effort consumed much of the department's modest staffing resources and severely limited its ability to respond to traditional questions and concerns about the State Sanitary Codes and local public health regulations in a timely manner, and led to decreases in some of the above performance measures such as inspections for food establishments, housing, swimming pools, camps, tobacco compliance checks, etc.

#### Program Service: Animal Care and Control

##### 1. Goals

- a. To meet all mandated requirements and duties of a municipal animal inspector as specified by the Commonwealth and as regulated by the Massachusetts Department of Agriculture. This includes rabies control, issuance of quarantine orders, inspection of barns and chicken coops, and investigation of animal bites.



- b. To offer residents of the Town an affordable means of animal care through an annual low-cost rabies clinic for cats and dogs and to provide vouchers for no-cost spay/neuter services under the Commonwealth’s Massachusetts Animal Fund.
- c. To enforce Town bylaws related to responsible pet ownership and to educate and engage the community to help with compliance.
- d. To collaborate with the Recreation Department to oversee the Off Leash Dog Program.

**2. Program Performance Measures**

Animal Care and Control Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Animal quarantine orders served	41	30	30	30
Animal Investigations (lost and found, complaints, injuries and rescue)	1,500	1,500	1,500	1,500
Chicken/barn and kennel inspections	25	25	25	25
Community Educational Programs	25	25	25	25
Rabies Tests (Wildlife)	10	10	10	10

**3. Detailed description**

The primary responsibility of the Animal Care and Control division is rabies control, which involves the issuance of quarantine orders to any animal that may have been exposed to the rabies virus through a bite wound. Possible rabies cases frequently involve exposure to bats, which typically results in the bats being collected, euthanized, and tested for rabies at the William A. Hinton State Laboratory. Animal calls include illness and injury reports, dog bites, wildlife sightings, lost and found cats and dogs, noise reports from prolonged barking, and occasional reports of cruelty. The ACO conducts annual inspections of chicken coops, barns, and exotic animals in Belmont. The ACO spends a great deal of time patrolling the town for violations of the bylaws and responding to dispatch requests from the Police and Health Department. An annual rabies clinic is held every spring for dogs and cats. Beginning in FY20, the ACO has been able to link qualifying residents to spay/neuter services offered at no cost under the Mass Animal Fund. The ACO’s duties also include kennel inspections and development of emergency preparedness action plans. Residents depend on advice and education, offered by the ACO regarding wildlife matters and oversight of the Off Leash Dog Program.

**Program Service: Social Services**

**1. Goals**

- a. To provide assistance and connections to resources for residents who require counseling and/or resources to obtain food, shelter, and utilities so they can maintain an acceptable and safe lifestyle.



- b. To provide counseling and healthy behavior based programs to youth and families; and to provide resources and referrals for clinical and crisis-based services to individuals and families, where appropriate.
- c. To provide assistance to Belmont veterans and their surviving spouses or family members, and to provide referrals to State and Federal benefit programs, where necessary.
- d. To expand existing collaborations and form new partnerships with colleagues in other Town Departments and neighboring communities by sharing grants and resources to address community, social, and mental health needs as a region.
- e. To develop, organize and implement interactive events that promote community involvement and healthy development for Belmont youth.
- f. To gain a deeper understanding of what challenges are faced by our youth today and to be able to better advocate for them.

**2. Program Performance Measures**

Social Services - Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Clinical services, referrals, case management, consultations	150	150	150	150
Intergenerational social programs	10	10	10	10
Youth services programs	8	8	8	8
Total Veterans Home Visits/office consultations	350	350	350	350
Veterans' Ceremonies and Events	15	15	15	15

**3. Detailed Description**

There are three programs within the social services division of the Health Department: Youth and Family Services, Veteran’s Affairs, and Youth Commission. The Youth and Family Services Coordinator works twenty hours (20) per week with the Health Department and twenty hours (20) per week with the Council on Aging (COA), for 42 weeks per year. In many cases, the Youth and Family Services Coordinator sees clients with cross departmental needs as they also fall under the COA. The current Youth and Family Services Coordinator is a fully licensed independent clinical social worker (LICSW) and provides services in a cross departmental model to achieve a higher level of efficiency and continuity.

The Youth and Family Services Coordinator offers initial individual counseling services and crisis intervention, referrals for basic needs, and linkages to ongoing counseling needs. This year the Youth and Family Services Coordinator has helped an increased number of Belmont families in need for assistance with basic needs such as food insecurity, housing, utility arrears, services, connection to necessary programs, etc. as a result of job loss or reduced sources of income due to the COVID-19 pandemic. The Coordinator works in collaboration with the Belmont Light Department, the Food Pantry, the Salvation Army, the Belmont Affordable Shelter, and



other agencies within the region. The Coordinator offers professional support to Fire, Police, and Belmont Schools for cross departmental matters and works collaboratively on hoarding cases identified through the Healthy Housing Working Group. The Coordinator applies for grants to supplement mental health initiatives that can be used to address residents' needs that have been identified through assessment surveys. The Coordinator works in partnership with the Belmont Public Schools to promote health and wellness programs and represents the Health Department at various committee meetings related to hoarding and substance abuse. The Youth and Family Services Coordinator typically oversees popular annual service programs such as the Holiday Gift Drive, Meal Delivery Drive, Golden Shoes, and the Peeps Diorama Contest, however, a number of these programs were temporarily suspended this year due to COVID-19 safety protocols.

The VSO is tasked with providing comprehensive professional veterans' services to any veterans and their dependents who reside in the town, as mandated by state law M.G.L. Chapter 115. This requires significant independent judgement, initiative, and attention to detail regarding a wide range of confidential information. The number of veterans that will qualify for assistance varies in any given year. The VSO reviews and processes benefit claims for veterans, advocates on behalf of veterans for a variety of requests for support and referrals, and prepares all recipients' requests for re-certification annually. The VSO organizes, coordinates, and executes annual public events such as the Memorial Day Parade, Purple Heart Ceremony, Veteran's Day exercises with the schools and local VFW, and collaborates with the Council on Aging to plan and host the Veteran's Breakfast and monthly Veteran's Coffee Hour. Unfortunately, in addition, the VSO coordinates flag and marker placement on the veterans' graves annually. This year many of the VSO's traditional events had to be modified or canceled because of the COVID-19 pandemic, but the VSO still continued to creatively find ways to honor Belmont's veterans either virtually or in smaller groups sizes. It is important to note that at this time, 75% of the eligible financial assistance provided by the town for Veterans continues to be reimbursed by the Veteran Services Administration of the Commonwealth in the following year.

The Health Department provides administrative support for the Youth Coordinator, whom works nineteen (19) hours per week under the direction of the Youth Commission. The Youth Commission is charged with the responsibility of creating programs as well as giving advice on behalf of the youth of Belmont. The Youth Coordinator is responsible for fusing this connection through the development of meaningful events for Belmont Youth. The Youth Coordinator collaborated with Belmont Housing to plan regular events to promote community involvement and wellness. Additionally, the Youth Coordinator hosted regular social gatherings for parents to help the Youth Commission obtain a better understanding of what youth and families wish to see from our events. More collaborations with other town departments such as Recreation, Belmont Housing, Belmont Police Department, Belmont Library, Belmont Fire, etc., can be seen by the Youth Commission. Additionally, the Youth Coordinator is responsible for maintaining a balanced budget for events. In order to effectively do all of this, the Coordinator spends a significant portion of their time soliciting donations from local businesses, researching and applying for grants, and is dependent upon in-kind collaborations with members of the community. Many of the Youth Commission's in person events were suspended this year due to the COVID-19 pandemic and because the position was vacated in May 2020. A new Youth Coordinator was hired in October 2020.

### **Program Service: Disease Control**

#### **1. Goals**

- a. To continue to partner with the Public Schools and BEMA to provide vaccinations for residents of Belmont that are underinsured and/or do not have health insurance.



- b. To investigate and follow-up reported cases of communicable disease(s), take appropriate actions to prevent disease transmission and to safeguard the health of residents and visitors as necessary.
- c. To provide health education materials, notices, and alerts concerning all health programs via social media, the town website, and local newspapers.
- d. To provide clinical assistance and health education in response to the COVID-19 pandemic.

**2. Program Performance Measures**

Disease Control - Performance Measures	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Flu vaccinations provided to Town of Belmont Residents/Employees.	163	163	163	163
Regional Emergency Planning meetings, drills, and other Public Health outreach activities	20	20	20	20
Number of communicable disease(s) investigated within time limits established by the Department of Public Health.	120	120	120	120

**3. Detailed Description**

This service area is accomplished through the efforts of the Public Health Nurse (RN), who is not an employee of the town, but works for the town through a professional service contract with the Town of Lexington. There are approximately eighty communicable and infectious diseases that are reportable in Massachusetts. When any of these diseases are contracted by a resident, their physician notifies the Massachusetts Department of Public Health (DPH). In turn, DPH notifies the local Health Department. This system of communication is accomplished through the Massachusetts Virtual Epidemiologic Network (MAVEN), a DPH sponsored electronic medical records keeping program. The Department's RN investigates and monitors cases in order to prevent the spread of disease to the public. In the past, the Department has coordinated and hosted community flu clinics. However, due to a decrease in attendance numbers and an increase in competing services (i.e. pharmacies, super market, and local doctor's offices), the town has not hosted a community clinic in a recent years. The Department still receives a small supply of flu vaccine from DPH for the purpose of providing flu shots to any Belmont individuals and/or families that are underinsured or uninsured. Additionally, the Public Health Nurse coordinates several Town employee flu clinics, with the assistance of Star Market's Osco Pharmacy, which continue to be well-attended every year. Public Health education is another part of the RN's tasks. The RN regularly helps answer residents' questions about a wide variety of health issues. The RN also serves as a resource for school nurses and preschools whenever health information is needed about lice and environmental exposures. The RN is occasionally involved with housing cases for their professional opinion on occupant needs and is very involved with the regulatory aspects of recreational camps for children.



This year the Public Health Nurse was called upon to help lead the town's response to the to the COVID-19 pandemic. The Public Health Nurse is critical in assisting with the clinical response to the pandemic and oversees the town's contact tracing efforts. The Public Health Nurse also serves as an important resource for information about the virus that town and school officials relied upon to help make key decisions to prevent its spread and to keep residents safe.

**Program Service: Administration**

**1. Goals**

- a. To provide administrative services for all programs in the Health Department.
- b. To provide all bookkeeping related to the department budget and monitor the budget for potential discrepancies between budgeted and actual expenditures and receipts.
- c. To coordinate application, processing and bookkeeping of public health grants submitted and/or received.
- d. To schedule, prepare, and record monthly Board of Health meetings and activities.
- e. To administer all health department applications and requests for licensure, permits, plan reviews, and variance requests.

**2. Program Performance Measures**

<b>Administration - Performance Measures</b>	<b>FY21</b>	<b>FY22</b>	<b>FY22</b>	<b>FY23</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Budget</b>
Grants and Regional Programs	4	4	4	4
Board Of Health Meetings	12	12	12	12
Burial Permits	100	100	100	100
Dumpster Permits (Temporary & Annual)	224	224	224	224
Food Service Permits Issued (annual, seasonal, temporary, catering)	155	155	155	155
Other Permits Issued (pool, tanning, r-DNA, animal, haulers etc.)	75	75	75	75
Sharps Disposal	120	120	120	120
Tobacco Permits	14	14	14	14

**3. Detailed description**

The Director and Assistant Director manage all programs that are housed in the divisions of Environmental Health, Disease Control, Animal Control, and Social Services with a great deal of support from the Program Assistant. The Board of Health is advised by the Director regarding policy and regulation development, program directions



and any current health initiatives that must be addressed in order to maintain, improve or protect the public health. The day to day administrative duties of the Health Department are handled by the Public Health Program Assistant. Administration is considered a division in itself due to the abundance of permits processed, accounts managed, and grants monitored by the Program Assistant. The Program Assistant reviews and processes burial permits, handles daily phone calls, tracks Board meeting minutes, coordinates meetings, maintains the Department's web page and social media accounts and handles a variety of bookkeeping duties including billing for Weights and Measures services. The Program Assistant manages sharps disposal collection and pick-up, mercury and lead battery disposal, temporary dumpster permits and edits documents for all staff members. Animal Control dispatch and response is a crucial task for the Program Assistant that takes coordination and attention to detail due to potential rabies exposure.

Youth Commission - Performance Measures - *Position began November 2018	FY21	FY22	FY22	FY23
	Actual	Budget	Estimated	Budget
Events	12	12	12	12
Youth Commission Public Meetings	12	12	12	12

**SUMMARY:**

**Innovation and Initiatives:**

The Department continues to cross train its employees to address new and ongoing public health initiatives. For example, the Public Health Nurse (RN) is both a registered nurse and a registered sanitarian who participates in assorted environmental related tasks throughout the year. The RN continues to assist in environmental related programs such as recreational camp inspections, swimming pool evaluations, and food related disease investigations. The Director and Assistant Director are licensed animal control inspectors and are thus available for animal quarantine duties when the Animal Control Officer is not available. The Public Health Administrator (Admin), as part of the public health emergency response program, has completed National Emergency Management trainings which qualify the Admin to respond to regional call-down drills and dispatch for the Department. Through Community Capacity Building Grants from Mount Auburn Hospital, the Department was able to host community conversations with parents about teen stress and anxiety and vaping.

As in the past fiscal years, the Department continues to participate in regional collaborations and grants whenever possible to expand services to the Town. The Department is now part of a seven town Massachusetts Department of Public Health sponsored project (Arlington, Brookline, Norwood, Randolph, Stoughton, and Watertown) that provides residents with youth tobacco use prevention and compliance inspections. The Department also received funds from Mt. Auburn Hospital's Community Benefit Grant to sponsor community education seminars about teen stress and anxiety and other youth-based programming offered through the Youth Commission. The Department is part of a 27-community emergency preparedness response collaborative, a regional mosquito control district, and a mutual aid agreement for emergency animal control situations. We work collaboratively with other Departments to address housing issues, substance disorders, veteran affairs, and community sanitation issues. The Department reviews licensing/permitting/services fees on an annual basis and makes changes, as necessary, to better represent the work performed by the Department. We also utilize social media and the Town website to provide time sensitive information and alerts to residents.

**Opportunities:**



In the upcoming year, the Department is likely to be focused primarily on working with Town and School officials to respond to the continually changing demands of the COVID-19 pandemic. However, the Department will try its best to continue to explore opportunities for grants to supplement the budget in order to provide additional services. As previously noted, the Department is involved with several ongoing regional grants. Regional efforts and collaborations are a key success. The Department works constructively with other Town Departments on projects, task-forces, plan reviews, housing and hoarding, rodent control, transient gatherings, rentals for the Beech Street Center, Mass grants for electric cars, etc. The Department also shares resources with other towns for nursing services, sealer of weights and measures services, mosquito control and more.

The Department continues the use of professional services to build its capacity. The Department contracts a qualified food inspector to conduct routine food service inspections. Subcontracting has traditionally freed up time for the Department's staff to apply for grants and to work on other health initiatives, such community education about rodents and mosquitos, and hoarding and squalor cases, without requesting a supplementary budget for additional personnel. The Department continues to recognize the need for additional environmental health trained personnel to assist with complaint and nuisance investigations and health education. Supplemental funding for a seasonal public health intern was approved for FY 2015 and continues to be included in the annual budget.

#### **Challenges:**

The Department strives to work with the resources it has in order to provide the best service to the public. However, the COVID-19 pandemic has made it abundantly clear that the Department cannot fully address the mandated public health needs of the community while also overseeing the local response to the virus. Due to the limited size of its staff, the Department has not been able to keep up with its regular day-to day work or commitments and it has not been able to engage in new projects to address emerging public health initiatives. In the past, grants provided a great opportunity for the Department and the residents of Belmont, but applying for them and providing administrative oversight will be a challenge due to limited personnel and increased need to focus on the local response to the pandemic.

The Department continues to experience an increase in complicated housing issues and nuisance complaints that result in time consuming investigations. Many of these cases are referrals from First responders such as Police and Fire. Mental health issues are often not visible until they emerge as housing violations. Due to the continuous increase in housing and nuisance complaints, and the amount of resources spent on these cases, the Department does not have the capacity to adequately implement health prevention education programs to its liking.

Belmont is not immune to national public health challenges such as the youth tobacco use and lack of accessible affordable housing, both of which have hit Massachusetts hard during the COVID-19 pandemic. These challenges are complicated and will require a large multi-jurisdictional approach regionally and a wide interdepartmental and community response locally in order to properly address. Sometimes challenges such as these appear distant, or are not recognized as significant, in communities such as ours; where there is often awareness about the topic of concern, but concerns about privacy can sometimes serve as a barrier to addressing the issue. These public health threats are still present in Belmont, even if they are less visible than in neighboring communities. The Department will continue to serve as a conduit for linkage to local and regional services and as an avenue for increasing community dialogue of public health topics. The Department will continue to stay informed and provide help and assistance to all residents in need within its capacity and through its many partnerships and collaborations. As we continue to move through the COVID-19 pandemic, the Department will continue to work with town officials and other stakeholders to lead the community.

**DEBT SERVICE****OVERVIEW:**

<b>FY22</b>	<b>FY23</b>	<b>\$ Change</b>	<b>% Change</b>
\$14,723,230	\$14,487,153	(\$236,077)	-1.6%

The primary purpose of this allotment is to finance the debt service on all Town issued bonds with the exception of the Belmont Municipal Light Department (BMLD), which is managed by the Select Board acting as the Light Board. Improvements to the electrical system, including the future substation on Flanders Rd. are funded through the Light Department budget. However, the bonds issued for the substation project are issued by the Town of Belmont.

In addition, principal and interest costs for water and sewer projects are budgeted within the water and sewer enterprise funds. The funds budgeted in these costs cover debt service on a wide variety of projects, most all of which were approved by the voters as a part of debt exclusion overrides.

**PROJECTS:**

The following is a list of major projects that the Town is currently carrying debt for:

- Wellington Elementary School construction
- Beech Street Center construction
- Belmont Center Fire Station construction
- Belmont Fire Headquarters Station construction
- Town Hall Complex renovation
- Belmont Center Reconstruction Project
- Belmont High School Fire Alarm
- Underwood Pool
- Public Safety Radio System
- Public Works /Police Station Facilities Renovation
- Belmont High School Construction Project

**State Assessments and Charges**

<b>FY22</b>	<b>FY23</b>	<b>\$ Change</b>	<b>% Change</b>
\$1,983,347	\$2,082,812	\$99,465	5.0%

The Annual State Aid amounts include charges assessed by the State for various activities. The State Aid Assessments and Charges for FY23 total \$2,082,812 and are described below. These are estimates contained in the Governor's proposed Budget which reflect a 5.0% increase from FY22. Adjustments to these amounts may be made later in the State budget process.

**Air Pollution Districts** – This charge assesses municipalities for a portion of the costs incurred by the Department of Environmental Protection in monitoring air pollution levels and enforcing air quality standards at industrial, commercial, and institutional facilities.

Each municipality's share of the assessments is apportioned 50% on population and 50% on EQVs.

The Executive Office of Energy and Environmental Affairs oversee the Commonwealth's six environmental, natural resource and energy regulatory agencies. The overall mission of the Executive Office is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth.

**Metropolitan Area Planning Council** - The Metropolitan Area Planning Council (MAPC) is a regional planning agency serving the people who live and work in the 101 cities and towns of Metro Boston. MAPC's mission is to promote smart growth and regional collaboration.

The charge assesses municipalities in order to finance a Metropolitan Boston area-planning district to promote urban planning and respond to the common urban problems of Boston and outlying municipalities. Total assessment is apportioned among communities based on the community's share of the total district population.

**RMV Non-Renewal Surcharge** – This charge reimburses the Registry of Motor Vehicles for "marking" a license or registration for non-renewal due to non-payment of parking violations, motor vehicle excise, and abandoned vehicle costs.

The **Massachusetts Bay Transportation Authority** often referred to as the **MBTA** or **The T**, is the public operator of most bus, subway, commuter rail, and ferry routes in the greater Boston, Massachusetts area.

The MBTA is one of only two U.S. transit agencies that operates all of the five major types of terrestrial mass transit vehicles: regional (commuter) rail trains, "heavy" rapid transit (subway/elevated) trains, light rail vehicles (trolleys), electric trolleybuses, and motor buses.

The authority is also funded by passenger fares and formula assessments of the cities and towns in its service area (excepting those which are assessed for the MetroWest Regional Transit Authority).

This charge is for services rendered to those cities and towns within the Authority, an assessment will be administered in order to maintain and operate regional public transportation.



Assessments are apportioned among communities based on weighted population shares of total district population.

**Boston Metro. Transit District** – This charge assesses municipalities for the administrative costs and charges incurred by the Boston Metropolitan Transit District, also known as the Metropolitan Transit Authority (MTA).

**Tuition Assessments**

Charter School Sending Tuition – This charge assesses the sending municipality or regional school district for pupils attending a charter school district.

October 1st enrollments and expected growth are used to calculate preliminary estimates for early local aid proposals for existing charter schools.

Projected enrollments as of March 15th are used to calculate subsequent local aid proposal estimates and final cherry sheet assessments. Rates may also change as better estimated spending data are finalized.

Special Education – This charge partially reimburses the State for providing special needs education to children reenrolled in State Hospital Schools.

School Choice Assessment – This charge is to assess the sending municipality school district for pupils attending another school district under school choice.

Revenues

<u>DESCRIPTION</u>	FY19 ACTUALS	FY20 ACTUALS	FY21 ACTUALS	FY22 Projected	FY23 TA	\$ Change	% Change
<b>A. REAL &amp; PERSONAL PROPERTY TAXES</b>							
TOTAL REAL AND PERSONAL PROPERTY TAXES	85,580,686	88,296,127	91,576,113	95,034,227	98,210,083	\$ 3,175,856	3.3%
ALLOWABLE 2 1/2% INCREASE	2,139,517	2,231,255	2,305,713	2,375,856	2,455,252	\$ 79,396	3.3%
NEW GROWTH	1,001,561	1,080,541	500,000	800,000	800,000	\$ -	0.0%
OVERRIDE			-	-	-	\$ -	#DIV/0!
DEBT EXCLUSION	3,392,693	8,474,707	13,085,848	13,191,991	13,164,839	\$ (27,152)	-0.2%
<b>TOTAL</b>	<b>92,114,457</b>	<b>100,082,630</b>	<b>107,467,673</b>	<b>111,402,074</b>	<b>114,630,174</b>	\$ 3,228,100	2.9%
<b>B. TOTAL LOCAL RECEIPTS</b>							
OTHER TAXES						\$ -	#DIV/0!
MV EXCISE	3,703,726	3,418,750	3,315,051	3,584,741	3,692,283	\$ 107,542	3.0%
EXCISE (MEALS)	250,949	223,636	197,767	230,000	234,600	\$ 4,600	2.0%
EXCISE (MARIJUANA)				250,000	250,000	\$ -	0.0%
PENALTIES AND INTEREST	378,529	348,501	357,437	330,000	330,000	\$ -	0.0%
PAYMENT IN LIEU OF TAXES	9,140	43,913	35,063	36,000	36,000	\$ -	0.0%
TOTAL OTHER TAXES	4,342,344	4,034,800	3,905,317	4,430,741	4,542,883	\$ 112,142	2.5%
OTHER CHARGES FOR SERVICES						\$ -	#DIV/0!
AMBULANCE RECEIPTS	833,302	756,891	720,413	1,020,001	1,020,001	\$ -	0.0%
FEES						\$ -	#DIV/0!
FEES - TOWN CLERK	44,672	50,326	27,366	40,400	40,400	\$ -	0.0%
FEES - TREASURER	13,854	16,677	28,535	15,845	15,845	\$ -	0.0%
FEES-PARKING MARKING	28,330	25,247	3,030	29,715	29,715	\$ -	0.0%
DEPUTY FEES - CLEARING	(415)	819	942	1,365	1,365	\$ -	0.0%
FEES - APPEALS BOARD	8,600	7,300	7,400	7,070	7,070	\$ -	0.0%
ALARM FEES POLICE FEES	21,425	23,825	100,062	21,210	21,210	\$ -	0.0%
FEES-POLICE	582	621	72	3,030	3,030	\$ -	0.0%
FIRE MASTER BOX	18,250	16,250	20,000	18,180	18,180	\$ -	0.0%
FEES - FIRE	62,865	45,547	63,364	63,185	63,185	\$ -	0.0%
TOTAL FEES	198,163	186,612	250,772	200,000	200,000	\$ -	0.0%

Revenues

DESCRIPTION	FY19 ACTUALS	FY20 ACTUALS	FY21 ACTUALS	FY22 Projected	FY23 TA	\$ Change	% Change
					-	\$ -	#DIV/0!
OTHER DEPARTMENTAL REVENUES					-	\$ -	#DIV/0!
RENTALS COA / SELECT BOARD	17,308	9,135	1,530	17,500	17,500	\$ -	0.0%
OTHER LIBRARY	26,450	18,680	1,154	5,000	-	\$ (5,000)	-100.0%
OTHER CEMETERY	104,385	133,740	128,596	102,010	103,030	\$ 1,020	1.0%
OTHER RECREATION-PROGRAMS	1,070,388	508,674	639,895	800,000	850,000	\$ 50,000	6.3%
					-	\$ -	#DIV/0!
OTHER SELECTMEN	34,094	30,326	29,026	5,050	35,101	\$ 30,051	595.1%
OTHER TREASURER	742	-	-	-	-	\$ -	#DIV/0!
OTHER ASSESSORS	-	-	-	253	256	\$ 3	1.0%
OTHER POLICE (PD ADMIN. FEE)	67,733	68,520	68,001	41,181	41,593	\$ 412	1.0%
OTHER HIGHWAY/RECYCLABLE/TRASH OVERFLOW BAGS	66,360	78,818	107,328	40,400	40,804	\$ 404	1.0%
OTHER HEALTH	51,912	26,585	69,160	54,540	55,085	\$ 545	1.0%
BUILDINGS DEPARTMENTAL	5,966	5,136	5,423	3,535	3,570	\$ 35	1.0%
OTHER MISCELLANEOUS	5,774	-	143,427	-	-	\$ -	#DIV/0!
Sub-total	232,581	209,385	422,364	144,959	176,409	\$ 31,450	21.7%
TOTAL OTHER DEPARTMENTAL	1,451,112	879,614	1,193,539	1,069,469	1,146,939	\$ 77,470	7.2%
					-	\$ -	#DIV/0!
LICENSES AND PERMITS					-	\$ -	#DIV/0!
LICENSES - SELECTMEN (ALCOHOL)	63,726	63,501	65,451	60,650	61,257	\$ 607	1.0%
LICENSES - TOWN CLERK	41,318	39,813	58,819	46,925	47,394	\$ 469	1.0%
STREET OPENING PERMITS	65,780	107,476	100,370	34,743	35,090	\$ 347	1.0%
LICENSES - POLICE	78,845	57,171	45,505	90,900	91,809	\$ 909	1.0%
LICENSES/PERMITS - BUILDING	1,095,961	972,991	982,969	1,333,000	1,353,200	\$ 20,200	1.5%
TOTAL LICENSES & PERMITS	1,345,630	1,240,952	1,253,114	1,566,218	1,588,750	\$ 22,532	1.4%
					-	\$ -	#DIV/0!

Revenues

DESCRIPTION	FY19 ACTUALS	FY20 ACTUALS	FY21 ACTUALS	FY22 Projected	FY23 TA	\$ Change	% Change
FINES AND FORFEITS					-	\$ -	#DIV/0!
COURT FINES	1,200	73	32	5,996	6,056	\$ 60	1.0%
VIOLATION FINES POLICE	12,818	14,507	7,557	27,463	27,738	\$ 275	1.0%
FALSE ALARM FINES - POLICE	6,110	5,415	4,345	3,168	3,200	\$ 32	1.0%
PARKING FINES	234,675	196,855	169,167	205,550	207,606	\$ 2,056	1.0%
<b>TOTAL FEES AND FINES</b>	<b>254,803</b>	<b>216,850</b>	<b>181,101</b>	<b>242,177</b>	<b>244,599</b>	<b>\$ 2,422</b>	<b>1.0%</b>
					-	\$ -	#DIV/0!
					-	\$ -	#DIV/0!
EARNINGS ON INVESTMENTS	1,156,358	1,715,007	436,171	250,000	250,000	\$ -	0.0%
TOTAL INTEREST	1,156,358	1,715,007	436,171	250,000	250,000	\$ -	0.0%
					-	\$ -	#DIV/0!
					-	\$ -	#DIV/0!
<b>TOTAL LOCAL RECEIPTS</b>	<b>9,581,711</b>	<b>9,030,726</b>	<b>7,940,426</b>	<b>8,778,606</b>	<b>8,993,172</b>	<b>\$ 214,566</b>	<b>2.4%</b>
					-	\$ -	#DIV/0!
<b>C. OTHER AVAILABLE FUNDS</b>							
RECEIPTS RESERVED APPROP-PARKING METERS	90,000	105,000	90,000	30,000	30,000	\$ -	0.0%
TRANS BOND PREMIUM AMORTIZATION	17,602	18,000	-	-	-	\$ -	#DIV/0!
FUND BALANCE ABATEMENT & EXEMPT/OVERLAY	235,000	235,000	235,000	235,000	300,000	\$ 65,000	27.7%
TRANS FROM LIGHT DEPT FOR TAX REDUCTION (PILOT)	650,000	650,000	1,650,000	150,000	350,000	\$ 200,000	133.3%
TRANS FROM WATER FOR OPER COSTS	173,553	519,000	664,000	519,000	519,000	\$ -	0.0%
TRANS FROM SEWER FOR OPER COSTS	139,052	519,000	519,000	519,000	519,000	\$ -	0.0%
TRANS FROM LEFTOVER CAPITAL ITEMS	28,416	163,946	25,000	260,000	25,000	\$ (235,000)	-90.4%
TRANS FROM PERPETUAL CARE FUND	-	-	25,000	27,193	25,000	\$ (2,193)	-8.1%
CAPITAL ENDOWMENT FUND SPEC PROJ	125,000	125,000	125,000	125,000	150,000	\$ 25,000	20.0%
TRAMS FROM GENERAL STABILIZATION	1,340,341	2,403,105	-	-	-	\$ -	#DIV/0!
CHAPTER 90 HIGHWAY FUNDS	542,443	541,127	541,127	541,127	541,127	\$ -	0.0%
TRANS FROM RECEIPTS RESERVED	-	-	-	-	-	\$ -	#DIV/0!
<b>TOTAL OTHER AVAILABLE FUNDS</b>	<b>3,341,407</b>	<b>5,279,178</b>	<b>3,874,127</b>	<b>2,406,320</b>	<b>2,459,127</b>	<b>\$ 52,807</b>	<b>2.2%</b>
					-	\$ -	#DIV/0!

Revenues

DESCRIPTION	FY19 ACTUALS	FY20 ACTUALS	FY21 ACTUALS	FY22 Projected	FY23 TA	\$ Change	% Change
					-	\$ -	#DIV/0!
<b>D. STATE AID</b>					-	\$ -	#DIV/0!
SCHOOL AID CHAPTER 70	9,036,713	9,521,232	9,755,929	9,891,949	10,025,419	\$ 133,470	1.3%
SCH CONSTR-STATE AID	-	-	-	-	-	\$ -	#DIV/0!
CHARTER SCHOOL REIMB	20,834	4,143	27,146	9,054	16,259	\$ 7,205	79.6%
GENERAL MUNICIPAL AID	2,334,595	2,397,629	2,397,629	2,481,546	2,548,548	\$ 67,002	2.7%
HOMELESS TRANSPORTATION	-	-	-	-	-	\$ -	#DIV/0!
VETERANS' BENEFITS	19,728	38,738	22,326	21,800	21,597	\$ (203)	-0.9%
LOSS OF TAXES VETERANS, BLIND, SURV SPOUSE	55,226	15,562	15,562	31,049	31,143	\$ 94	0.3%
<b>TOTAL STATE AID</b>	<b>11,467,096</b>	<b>11,977,304</b>	<b>12,218,592</b>	<b>12,435,398</b>	<b>12,642,966</b>	\$ 207,568	1.7%
					-	\$ -	#DIV/0!
					-	\$ -	#DIV/0!
<b>F. FREE CASH</b>					-	\$ -	#DIV/0!
FREE CASH SUPPORTING RESERVES	\$ -	\$ -	\$ -	\$ -	-	\$ -	#DIV/0!
OPEB				\$ 50,000	-	\$ (50,000)	-100.0%
ARPA					3,000,000	\$ 3,000,000	#DIV/0!
FREE CASH CAPITAL						\$ -	#DIV/0!
FREE CASH SUPPORTING GENERAL OPERATIONS	\$ 2,217,917	\$ 2,359,710	\$ 3,842,667	\$ 7,129,503	6,479,225	\$ (650,278)	-9.1%
<b>TOTAL FREE CASH</b>	<b>\$ 2,217,917</b>	<b>\$ 2,359,710</b>	<b>\$ 3,842,667</b>	<b>\$ 7,179,503</b>	<b>\$ 9,479,225</b>	<b>\$ 2,299,722</b>	<b>32.0%</b>
<b>TOTAL REVENUES</b>	<b>118,722,588</b>	<b>128,729,548</b>	<b>135,343,485</b>	<b>142,201,901</b>	<b>148,204,664</b>	<b>\$ 6,002,763</b>	<b>4.2%</b>

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
11101 Legislative Salary								
11101 511000	Full Time Salaries	\$ 35	\$ 450	\$ (450)	\$ -	\$ -	\$ -	#DIV/0!
11101 511900	Legislative Elect Official Sal	\$ 450	\$ 180	\$ 720	\$ 450	\$ 450	\$ -	0.0%
11101 513000	Overtime	\$ 3,272	\$ 2,669	\$ 4,141	\$ 5,095	\$ 5,545	\$ 450	8.8%
11101 517800	Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Legislative Salary</b>	<b>\$ 3,757</b>	<b>\$ 3,299</b>	<b>\$ 4,411</b>	<b>\$ 5,545</b>	<b>\$ 5,995</b>	<b>\$ 450</b>	<b>8.1%</b>
11102 Legislative Expense								
11102 530000	Legislative Prof & Tech Exp	\$ 15,382	\$ 5,866	\$ 12,441	\$ 26,250	\$ 26,600	\$ 350	1.3%
11102 534700	Legislative Printing Expense	\$ 587	\$ -	\$ -	\$ 1,500	\$ 1,600	\$ 100	6.7%
<b>TOTAL</b>	<b>Legislative Expense</b>	<b>\$ 15,969</b>	<b>\$ 5,866</b>	<b>\$ 12,441</b>	<b>\$ 27,750</b>	<b>\$ 28,200</b>	<b>\$ 450</b>	<b>1.6%</b>
11611 Town Clerk Salary								
11611 511000	Town Clerk Full Time Salary	\$ 100,670	\$ 108,119	\$ 109,128	\$ 110,774	\$ 110,774	\$ -	0.0%
11611 511100	Town Clerk Part Time Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11611 511900	Town Clerk Elect Official Sal	\$ 99,053	\$ 102,025	\$ 102,417	\$ 104,466	\$ 104,466	\$ -	0.0%
11611 513000	Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11611 514800	Town Clerk Longevity	\$ 1,600	\$ 1,600	\$ 1,700	\$ 1,650	\$ 1,700	\$ 50	3.0%
11611 517000	Town Clerk Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11611 517800	Town Clerk Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Town Clerk Salary</b>	<b>\$ 201,323</b>	<b>\$ 211,744</b>	<b>\$ 213,245</b>	<b>\$ 216,890</b>	<b>\$ 216,940</b>	<b>\$ 50</b>	<b>0.0%</b>

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
11612 Town Clerk Expense								
11612 524500	Town Clerk R&M Office Equip	\$ 305	\$ -	\$ 95	\$ 500	\$ 500	\$ -	0.0%
11612 527200	Town Clerk Rental Office Eq	\$ 2,400	\$ 2,237	\$ 2,532	\$ 2,800	\$ 2,950	\$ 150	5.4%
11612 530000	Town Clerk Prof & Technical Cons	\$ 1,892	\$ 7,873	\$ 1,896	\$ 3,740	\$ 3,740	\$ -	0.0%
11612 530300	Town Clerk Software Licenses	\$ -	\$ -	\$ 6,713	\$ 8,960	\$ 9,472	\$ 512	5.7%
11612 530100	Professional Services - Legal	\$ 8,200	\$ 9,710	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11612 534500	Town Clerk Postage Expense	\$ 29	\$ -	\$ -	\$ 100	\$ 100	\$ -	0.0%
11612 534700	Town Clerk Printing Expense	\$ 622	\$ 641	\$ 713	\$ 1,900	\$ 2,250	\$ 350	18.4%
11612 542100	Town Clerk Office Supplies Exp	\$ 1,485	\$ 483	\$ 2,417	\$ 1,865	\$ 1,865	\$ -	0.0%
11612 542200	Town Clerk Computer Supp Exp	\$ 511	\$ 637	\$ -	\$ 1,000	\$ 1,340	\$ 340	34.0%
11612 571000	Town Clerk In State Travel Exp	\$ 598	\$ -	\$ -	\$ 700	\$ 700	\$ -	0.0%
11612 573000	Town Clerk Dues and Memb Exp	\$ 245	\$ 260	\$ 225	\$ 400	\$ 400	\$ -	0.0%
11612 574100	TC Insurance and Bonding	\$ 255	\$ -	\$ -	\$ 300	\$ 300	\$ -	0.0%
<b>TOTAL</b>	<b>Town Clerk Expense</b>	<b>\$ 16,542</b>	<b>\$ 21,841</b>	<b>\$ 14,589</b>	<b>\$ 22,265</b>	<b>\$ 23,617</b>	<b>\$ 1,352</b>	<b>6.1%</b>

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
11621 Elections Salary								
11621 511000	Elections Full Time Salary	\$ 84,052	\$ 87,320	\$ 86,987	\$ 88,726	\$ 88,726	\$ -	0.0%
11621 511100	Elections Part Time Salary	\$ 4,500	\$ 4,310	\$ 4,640	\$ 4,500	\$ 4,500	\$ -	0.0%
11621 512000	Election Poll Workers/Tabulats	\$ 79,603	\$ 22,297	\$ 22,331	\$ 46,250	\$ 67,875	\$ 21,625	46.8%
11621 513000	Elections Overtime Salary	\$ 6,217	\$ 7,348	\$ 5,287	\$ 3,096	\$ 9,800	\$ 6,704	216.5%
11621 517000	Elections Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
11621 517800	Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL</b>	<b>Elections Salary</b>	<b>\$ 174,372</b>	<b>\$ 121,275</b>	<b>\$ 119,245</b>	<b>\$ 142,572</b>	<b>\$ 170,901</b>	<b>\$ 28,329</b>	<b>19.9%</b>
11622 Elections Expense								
11622 524500	Elections R&M Office Equipment	\$ 8,367	\$ 51	\$ 340	\$ 500	\$ 500	\$ -	0.0%
11622 524700	Elections R&M Voter Equipment	\$ 20,441	\$ 16,002	\$ 19,339	\$ 19,400	\$ 23,450	\$ 4,050	20.9%
11622 531600	Elections Prof Services-Police Det	\$ -	\$ 11,089	\$ 22,523	\$ 16,900	\$ 29,550	\$ 12,650	74.9%
11622 534500	Elections Postage Expense	\$ 8,659	\$ 7,093	\$ 8,127	\$ 8,875	\$ 8,875	\$ -	0.0%
11622 534600	Election Print and Mailing Exp	\$ 8,500	\$ 8,385	\$ 10,807	\$ 8,875	\$ 9,900	\$ 1,025	11.5%
11622 542100	Elections Office Supplies Exp	\$ 1,181	\$ 2,771	\$ 4,075	\$ 1,600	\$ 1,400	\$ (200)	-12.5%
11622 549000	Elections Food Supplies Exp	\$ 1,306	\$ 645	\$ 1,237	\$ 1,120	\$ 1,600	\$ 480	42.9%
11622 558300	Elections Election Supp Exp	\$ 1,477	\$ 1,479	\$ 922	\$ 1,530	\$ 1,530	\$ -	0.0%
11622 571000	Elections In State Travel Exp	\$ 455	\$ 652	\$ -	\$ 700	\$ 700	\$ -	0.0%
11622 573000	Elections Dues and Memb Exp	\$ 25	\$ -	\$ -	\$ 50	\$ 50	\$ -	0.0%



## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
							\$	%
11231 517000	Town Administrator Health Ins	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
11231 517800	Town Administrator Medicare	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
11231 519400	TA Stipends Car	\$ -	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%
<b>TOTAL</b>	<b>Town Administrator Salar</b>	<b>\$ 468,779</b>	<b>\$ 552,567</b>	<b>\$ 554,110</b>	<b>\$ 631,155</b>	<b>\$ 579,048</b>	<b>\$ (52,107)</b>	<b>-8.3%</b>
11232 Town Administrator Expense								
11232 524500	Town Administrator R&M Off Eq	\$ -	\$ -	\$ -	\$ 200	\$ 200	\$ -	0.0%
11232 527200	TA Rental Office Equipment	\$ 4,020	\$ 2,461	\$ 1,305	\$ 3,600	\$ 1,600	\$ (2,000)	-55.6%
11232 530000	TA Professional & Tech Expense	\$ 13,790	\$ 9,339	\$ 12,537	\$ 7,000	\$ 7,500	\$ 500	7.1%
11232 531700	TA Prof Serv Employee Training	\$ -	\$ 2,155	\$ 235	\$ 2,500	\$ 2,500	\$ -	0.0%
11232 531900	TA Prof Services Advertising	\$ 1,233	\$ 815	\$ 1,155	\$ 500	\$ 1,000	\$ 500	100.0%
11232 534100	TA Telephone Expense	\$ 1,948	\$ 1,468	\$ 2,247	\$ 2,250	\$ 2,250	\$ -	0.0%
11232 534600	TA Printing and Mailing Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11232 534700	Report Printion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11232 542100	TA Office Supplies Expense	\$ 9,364	\$ 5,666	\$ 8,054	\$ 5,000	\$ 6,000	\$ 1,000	20.0%
11232 571000	TA In State Travel Expense	\$ 1,114	\$ 1,147	\$ 499	\$ 1,500	\$ 1,500	\$ -	0.0%
11232 573000	TA Dues and Memb Expense	\$ 1,908	\$ 6,075	\$ 3,045	\$ 3,000	\$ 3,000	\$ -	0.0%
<b>TOTAL</b>	<b>Town Administrator Expen</b>	<b>\$ 33,377</b>	<b>\$ 29,127</b>	<b>\$ 29,075</b>	<b>\$ 25,550</b>	<b>\$ 25,550</b>	<b>\$ -</b>	<b>0.0%</b>
11512 Legal Expense								
11512 530100	Legal Expense	\$ 156,624	\$ 150,644	\$ 250,988	\$ 290,000	\$ 290,000	\$ -	0.0%
11512 576100	Legal Claims and Settlements	\$ -	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ -	0.0%

## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 <u>Projected</u>	FY2023 <u>TA Rec</u>	Variance	
							\$	%
<b>TOTAL</b>	<b>Legal Expense</b>	\$ 156,624	\$ 150,644	\$ 250,988	\$ 297,500	\$ 297,500	-	#DIV/0!
	15442 Town Adm - VFW & Amer Legion						-	#DIV/0!
15442 527100	VFW & Amer Leg Rental of Bldg	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	-	0.0%
<b>TOTAL</b>	<b>Town Adm - VFW &amp; Amer Le</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	-	0.0%
TOTAL SALARIES		\$ 482,779	\$ 566,567	\$ 575,361	\$ 645,155	\$ 593,048	(52,107)	-8.1%
TOTAL EXPENSES		\$ 246,013	\$ 284,072	\$ 397,200	\$ 440,186	\$ 440,186	-	0.0%
		\$ 728,793	\$ 850,639	\$ 972,561	\$ 1,085,341	\$ 1,033,234	(52,107)	-4.8%
<b>GRAND TOTAL</b>		<b>\$ 728,793</b>	<b>\$ 850,639</b>	<b>\$ 972,561</b>	<b>\$ 1,085,341</b>	<b>\$ 1,033,234</b>	(52,107)	-4.8%
<b>11322 578500</b>	<b>Accounting Warr Com Reserve</b>	-	-	\$ 137,160	\$ 400,000	\$ 400,000	-	0.0%
<b>TOTAL</b>	<b>Town Accountant Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 137,160</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	-	0.0%
	<b>11351 Town Accountant Salary</b>							
11351 511000	Acctg Full Time Salary	\$ 265,346	\$ 272,849	\$ 233,912.98	\$ 281,718.00	\$ 358,160	76,442	27.1%
11351 511100	Acctg Part Time Salary	\$ 21,593	\$ 23,350	\$ 20,155.55	\$ 23,985.00	-	(23,985)	-100.0%
11351 513000	Acctg Overtime Salary	-	-	-	-	-	-	#DIV/0!
11351 514100	Specialty Pay/Stipend	-	-	-	-	-	-	#DIV/0!
11351 517000	Acctg Health Insurance	-	-	-	-	-	-	#DIV/0!
11351 517800	Acctg Medicare	-	-	-	-	-	-	#DIV/0!
<b>TOTAL</b>	<b>Town Accountant Salary</b>	<b>\$ 286,939</b>	<b>\$ 296,199</b>	<b>\$ 254,069</b>	<b>\$ 305,703</b>	<b>\$ 358,160</b>	52,457	17.2%

## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 <u>Projected</u>	FY2023 <u>TA Rec</u>	Variance	
							\$	%
<b>11352 Town Accountant Expense</b>								
11352 527200	Acctg Rent/Main Off Equip	\$ 1,456	\$ 1,900	\$ 1,076	\$ 2,000	\$ 1,500	\$ (500)	-25.0%
11352 530000	Acctg Prof & Tech Expense	\$ -	\$ 20,000	\$ 7,000	\$ 25,000	\$ 12,000	\$ (13,000)	-52.0%
11352 530120	Auditing Town Books	\$ 56,000	\$ 51,000	\$ 54,323	\$ 63,000	\$ 63,000	\$ -	0.0%
11352 542100	Acctg Office Supplies Exp	\$ 1,188	\$ 1,615	\$ 701	\$ 2,500	\$ 2,000	\$ (500)	-20.0%
11352 552900	Accounting Books Expense	\$ -	\$ -	\$ -	\$ 600	\$ -	\$ (600)	-100.0%
11352 558900	Warrant Committee Misc Exp	\$ -	\$ -	\$ -	\$ 300	\$ -	\$ (300)	-100.0%
11352 571000	Acctg In State Travel Exp	\$ 2,080	\$ 1,494	\$ 2,920	\$ 6,000	\$ 6,000	\$ -	0.0%
11352 571100	Acctg -Travel Reimb All Depts	\$ 4,275	\$ 347	\$ -	\$ 5,000	\$ -	\$ (5,000)	-100.0%
11352 573000	Acctg Dues and Memb Exp	\$ 505	\$ 630	\$ 580	\$ 1,800	\$ 1,800	\$ -	0.0%
<b>TOTAL</b>	<b>Town Accountant Expense</b>	<b>\$ 65,505</b>	<b>\$ 76,986</b>	<b>\$ 66,600</b>	<b>\$ 106,200</b>	<b>\$ 86,300</b>	<b>\$ (19,900)</b>	<b>-18.7%</b>
TOTAL SALARIES		\$ 286,939	\$ 296,199	\$ 254,069	\$ 305,703	\$ 358,160	\$ 52,457	17.2%
TOTAL EXPENSES		\$ 65,505	\$ 76,986	\$ 66,600	\$ 106,200	\$ 86,300	\$ (19,900)	-18.7%
		\$ 352,444	\$ 373,185	\$ 320,668	\$ 411,903	\$ 444,460	\$ 32,557	7.9%
<b>GRAND TOTAL</b>		<b>\$ 352,444</b>	<b>\$ 373,185</b>	<b>\$ 320,668</b>	<b>\$ 411,903</b>	<b>\$ 444,460</b>	<b>\$ 32,557</b>	<b>7.9%</b>
11411 Assessors Salary								
11411 511000	Assessors Full Time Salary	\$ 249,619	\$ 261,502	\$ 175,086	\$ 262,898	\$ 260,087	\$ (2,811)	-1.1%
11411 511100	Assessors Part Time Salary	\$ 13,406	\$ 10,345	\$ 14,676	\$ 13,264	\$ 13,264	\$ -	0.0%
11411 511900	Assessors Elected Official Sal	\$ 7,422	\$ 7,422	\$ 7,422	\$ 7,422	\$ 7,422	\$ -	0.0%
11411 514800	Assessors Longevity	\$ 1,800	\$ 1,900	\$ 825	\$ 825	\$ 825	\$ -	0.0%

Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
11411 517000	Assessors Health Insurance	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
11411 517800	Assessors Medicare	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
<b>TOTAL</b>	<b>Assessors Salary</b>	<b>\$ 272,247</b>	<b>\$ 281,169</b>	<b>\$ 198,009</b>	<b>\$ 284,410</b>	<b>\$ 281,598</b>	<b>\$ (2,811)</b>	<b>-1.0%</b>
<b>11412 Assessors Expense</b>								
11412 524500	Assessors R&M Office Equipment	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
11412 530000	AS Registry of Deeds	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
11412 530016	Conferences & Professional Dev	\$ 550	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ -	0.0%
11412 530200	Assessors Revaluation Services	\$ 89,386	\$ 47,405	\$ 150,106	\$ 120,000	\$ 125,000	\$ 5,000	4.2%
11412 530600	AS Prof Svcs Data Process	\$ -	\$ -	\$ -	\$ 2,500	\$ 5,000	\$ 2,500	100.0%
11412 542100	Assessors Office Supplies Exp	\$ 1,750	\$ 1,879	\$ 940	\$ 3,000	\$ 2,500	\$ (500)	-16.7%
11412 558100	Assessors Subscriptions Exp	\$ 1,460	\$ 1,153	\$ 786	\$ 2,500	\$ 2,000	\$ (500)	-20.0%
11412 571000	Assessors In State Travel Exp	\$ 751	\$ 899	\$ -	\$ 2,000	\$ 2,000	\$ -	0.0%
11412 573000	Assessors Dues and Memb Exp	\$ 610	\$ 850	\$ 775	\$ 1,000	\$ 1,000	\$ -	0.0%
<b>TOTAL</b>	<b>Assessors Expense</b>	<b>\$ 94,508</b>	<b>\$ 52,186</b>	<b>\$ 152,607</b>	<b>\$ 136,000</b>	<b>\$ 142,500</b>	<b>\$ 6,500</b>	<b>4.8%</b>
TOTAL SALARIES		\$ 272,247	\$ 281,169	\$ 198,009	\$ 284,410	\$ 281,598	\$ (2,811)	-1.0%
TOTAL EXPENSES		\$ 94,508	\$ 52,186	\$ 152,607	\$ 136,000	\$ 142,500	\$ 6,500	4.8%
		\$ 366,755	\$ 333,355	\$ 350,616	\$ 420,410	\$ 424,098	\$ 3,689	0.9%
<b>GRAND TOTAL</b>		<b>\$ 366,755</b>	<b>\$ 333,355</b>	<b>\$ 350,616</b>	<b>\$ 420,410</b>	<b>\$ 424,098</b>	<b>\$ 3,689</b>	<b>0.9%</b>
11451	Treasurer/Collector Sala						\$ -	#DIV/0!
11451 511000	Treasurer Full Time Salary	\$ 354,267	\$ 347,357	\$ 351,628	\$ 362,343	\$ 373,185	\$ 10,842	3.0%
							\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
11451 511100	Treasurer Part Time Salary	\$ 2,654	\$ 1,887	\$ 1,297	\$ 21,023	\$ 21,443	\$ 420	2.0%
11451 511900	Treasurer Elected Official Sal	\$ 103,462	\$ 107,386	\$ 107,001	\$ 108,697	\$ 110,871	\$ 2,174	2.0%
11451 513000	Overtime	\$ 4,442	\$ 7,466	\$ 8,593	\$ -	\$ -	\$ -	#DIV/0!
11451-51480	Eyeglass Reimbursement	\$ 126		\$ 175	\$ -	\$ -	\$ -	#DIV/0!
11451 514800	Treasurer Longevity	\$ 4,554	\$ 3,600	\$ 3,650	\$ 3,650	\$ 2,675	\$ (975)	-26.7%
11451 517000	Treasurer Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11451 517800	Treasurer Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Treasurer/Collector Sala</b>	<b>\$ 469,505</b>	<b>\$ 467,697</b>	<b>\$ 472,344</b>	<b>\$ 495,713</b>	<b>\$ 508,174</b>	<b>\$ 12,461</b>	<b>2.5%</b>
11452 Treasurer/Collector Expense							\$ -	#DIV/0!
11452 524500	Treasurer R&M Office Equipment	\$ 1,723	\$ 2,474	\$ 1,275	\$ 3,000	\$ 3,000	\$ -	0.0%
11452 530000	Treas-Legal & Banking Chgs	\$ 20,280	\$ 22,783	\$ 13,713	\$ 27,400	\$ 29,000	\$ 1,600	5.8%
11452 530600	Treas Prof Services-Data Proc	\$ -	\$ 4,200	\$ -	\$ 7,000	\$ 7,000	\$ -	0.0%
11452 531700	Treas Emp Training	\$ -	\$ 3,000	\$ -	\$ 3,000	\$ 3,000	\$ -	0.0%
11452 534500	Treasurer Postage Expense	\$ 24,756	\$ 24,676	\$ 25,649	\$ 33,500	\$ 38,000	\$ 4,500	13.4%
11452 534700	Treasurer Printing Expense	\$ 17,870	\$ 18,659	\$ 19,691	\$ 22,000	\$ 22,000	\$ -	0.0%
11452 542100	Treasurer Office Supplies Exp	\$ 4,265	\$ 3,982	\$ 1,322	\$ 7,000	\$ 7,000	\$ -	0.0%
11452 542200	Treasurer Computer Supp Exp	\$ 1,440	\$ 2,286	\$ 1,155	\$ 4,000	\$ 4,000	\$ -	0.0%
11452 552900	Treasurer Books Expense	\$ -	\$ -	\$ -	\$ 700	\$ 700	\$ -	0.0%
11452 571000	Treasurer In State Travel Exp	\$ 819	\$ 2,445	\$ 152	\$ 3,000	\$ 3,000	\$ -	0.0%
11452 573000	Treasurer Dues and Memb Exp	\$ 160	\$ 160	\$ 100	\$ 1,000	\$ 1,000	\$ -	0.0%
11452 574100	TR Insurance and Bonding	\$ 1,679	\$ 1,679	\$ 1,679	\$ 2,400	\$ 2,400	\$ -	0.0%

## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
		\$	\$	\$	\$	\$	\$	%
<b>TOTAL</b>	<b>Treasurer/Collector Expe</b>	\$ 72,991	\$ 86,343	\$ 64,736	\$ 114,000	\$ 120,100	\$ -	#DIV/0!
							\$ 6,100	5.4%
	11471 Parking Clerk Salary						\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
11471 511100	Parking Clerk Part Time Salary	\$ 3,000	\$ 2,750	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
11471 517800	Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Parking Clerk Salary</b>	\$ 3,000	\$ 2,750	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
	11472 Treasurer Expense						\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
11472 530000	Pkg Clerk Prof and Tech Serv	\$ 38,765	\$ 25,201	\$ 24,327	\$ 44,000	\$ 44,000	\$ -	0.0%
11472 530021	Parking Clerk-Meters & Devices	\$ 26,813	\$ 42,915	\$ 28,757	\$ 45,000	\$ 45,000	\$ -	0.0%
11472 530900	Parking Clerk-Pkg Lot Maint	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
11472 534700	Parking Clerk Printing Expense	\$ -	\$ -	\$ 2,769	\$ 3,000	\$ 3,500	\$ 500	16.7%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Treasurer Expense</b>	\$ 65,577	\$ 68,117	\$ 55,854	\$ 93,000	\$ 93,500	\$ 500	0.5%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
TOTAL SALARIES		\$ 472,505	\$ 470,447	\$ 475,344	\$ 498,713	\$ 511,174	\$ 12,461	2.5%
TOTAL EXPENSES		\$ 138,568	\$ 154,459	\$ 120,589	\$ 207,000	\$ 213,600	\$ 6,600	3.2%
		\$ 611,073	\$ 624,906	\$ 595,933	\$ 705,713	\$ 724,774	\$ 19,061	2.7%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>GRAND TOTAL</b>		\$ 611,073	\$ 624,906	\$ 595,933	\$ 705,713	\$ 724,774	\$ 19,061	2.7%
							\$ -	#DIV/0!
	11521 Human Resources Salary						\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
11521 511000	Human Resources FT Salary	\$ 192,122	\$ 201,019	\$ 151,585	\$ 204,180	\$ 149,887	\$ (54,292)	-26.6%
11521 511100	Human Resources PT Salary	\$ 47,703	\$ 49,010	\$ 60,337	\$ 50,188	\$ 50,941	\$ 753	1.5%
11521 517000	Human Resources Health Ins	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!

## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
							\$	%
11521 517800	Human Resources Medicare	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Human Resources Salary</b>	\$ <b>239,825</b>	\$ <b>250,029</b>	\$ <b>211,922</b>	\$ <b>254,367</b>	\$ <b>200,828</b>	\$ (53,540)	-21.0%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>11522 Human Resources Expense</b>								
11522 524500	Human Resources R&M Office Eq	\$ 8,517	\$ 842	\$ 289	\$ 1,400	\$ 1,400	\$ -	0.0%
11522 530000	HR Professional & Tech Expense	\$ 600	\$ 5,349	\$ 19,678	\$ 4,500	\$ 32,250	\$ 27,750	616.7%
11522 530016	Conferences & Professional Dev	\$ 3,047	\$ 2,709	\$ 319	\$ 2,900	\$ 2,900	\$ -	0.0%
11522 531400	HR Employee Assistance Program	\$ 25	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	0.0%
11522 531401	Medical Services	\$ -	\$ -	\$ -	\$ 800	\$ 800	\$ -	0.0%
11522 531500	HR Drug Testing Expense	\$ 1,435	\$ 1,725	\$ 2,145	\$ 2,200	\$ 2,200	\$ -	0.0%
11522 531501	Prof Services-BackgroundChecks	\$ 9,100	\$ 3,950	\$ -	\$ 9,000	\$ 9,000	\$ -	0.0%
11522 531700	HR Prof Serv Employee Training	\$ 3,266	\$ 2,051	\$ -	\$ 2,500	\$ 7,500	\$ 5,000	200.0%
11522 531900	HR Prof Services Advertising	\$ 4,392	\$ 2,850	\$ 4,074	\$ 6,250	\$ 6,850	\$ 600	9.6%
11522 534600	HR Printing and Mailing Exp	\$ 481	\$ 479	\$ 858	\$ 500	\$ 750	\$ 250	50.0%
11522 542100	HR Office Supplies Expense	\$ 1,885	\$ 1,313	\$ 1,067	\$ 1,500	\$ 1,500	\$ -	0.0%
11522 552900	Human Resources Books Expense	\$ -	\$ 100	\$ -	\$ 100	\$ -	\$ (100)	-100.0%
11522 571000	HR In State Travel Expense	\$ 212	\$ 97	\$ -	\$ 550	\$ 550	\$ -	0.0%
11522 573000	HR Dues and Memb Expense	\$ 1,447	\$ 1,522	\$ 360	\$ 1,500	\$ 1,500	\$ -	0.0%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Human Resources Expense</b>	\$ <b>34,407</b>	\$ <b>22,987</b>	\$ <b>28,791</b>	\$ <b>36,200</b>	\$ <b>69,700</b>	\$ 33,500	92.5%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
TOTAL SALARIES		\$ 239,825	\$ 250,029	\$ 211,922	\$ 254,367	\$ 200,828	\$ (53,540)	-21.0%
TOTAL EXPENSES		\$ 34,407	\$ 22,987	\$ 28,791	\$ 36,200	\$ 69,700	\$ 33,500	92.5%
		\$ 274,231	\$ 273,016	\$ 240,713	\$ 290,567	\$ 270,528	\$ (20,040)	-6.9%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>GRAND TOTAL</b>		\$ <b>274,231</b>	\$ <b>273,016</b>	\$ <b>240,713</b>	\$ <b>290,567</b>	\$ <b>270,528</b>	\$ (20,040)	-6.9%
							\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
<b>11551 Information Technology Salary</b>							\$ -	#DIV/0!
11551 511000	Information Tech FT Salary	\$ 379,113	\$ 393,489	\$ 391,560	\$ 399,072	\$ 403,489	\$ 4,417	1.1%
	Information Tech PT Salary					\$ 16,704	\$ 16,704	#DIV/0!
11551 517000	Information Tech Health Ins	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
11551 517800	Information Tech Medicare	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
<b>TOTAL</b>	<b>Information Technology Salary</b>	<b>\$ 379,113</b>	<b>\$ 393,489</b>	<b>\$ 391,560</b>	<b>\$ 399,072</b>	<b>\$ 420,193</b>	<b>\$ 21,121</b>	<b>5.3%</b>
<b>11552 Information Technology Expense</b>							\$ -	#DIV/0!
11552 524600	IT R&M Computer Equipment Exp	\$ 1,593	\$ 2,150	\$ -	\$ 2,000	\$ 2,000	\$ -	0.0%
11552 530000	IT - Prof Services - Identity	\$ 21,151	\$ 4,120	\$ 3,856	\$ 30,000	\$ 30,000	\$ -	0.0%
11552 530300	IT Software Licenses Expense	\$ 143,816	\$ 161,057	\$ 186,618	\$ 214,000	\$ 240,000	\$ 26,000	12.1%
11552 530400	IT Network Support Expense	\$ 155,571	\$ 118,043	\$ 131,419	\$ 179,000	\$ 242,000	\$ 63,000	35.2%
11552 531700	IT Staff Development Expense	\$ 5,012	\$ 1,991	\$ 4,886	\$ 9,300	\$ 9,300	\$ -	0.0%
11552 542100	IT Tech Office Supply Expense	\$ 3,396	\$ 3,006	\$ 3,170	\$ 4,000	\$ 4,000	\$ -	0.0%
11552 542400	IT Hardware Supplies Expense	\$ 18,464	\$ 21,507	\$ 3,240	\$ 32,000	\$ 32,000	\$ -	0.0%
11552 542500	IT Software Supplies Expense	\$ 846	\$ 5,020	\$ 1,304	\$ 1,000	\$ 1,000	\$ -	0.0%
11552 558100	IT Subscriptions Expense	\$ 1,739	\$ 3,381	\$ 2,447	\$ 1,200	\$ 1,200	\$ -	0.0%
11552 534100	Telephone	\$ -	\$ 56,092	\$ 103,022	\$ 44,300	\$ 206,000	\$ 161,700	365.0%
11552 534100	Telephone	\$ -	\$ 56,092	\$ 103,022	\$ 44,300		\$ (44,300)	-100.0%
<b>TOTAL</b>	<b>Information Technology E</b>	<b>\$ 351,588</b>	<b>\$ 432,459</b>	<b>\$ 542,985</b>	<b>\$ 561,100</b>	<b>\$ 767,500</b>	<b>\$ 206,400</b>	<b>36.8%</b>
11553 Informational Technology Equip							\$ -	#DIV/0!

## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
							\$	%
11553 582900	IT - Fiber Network Consultant	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
11553 585200	IT Upgrd Town/Sch Netwrk	\$ 96,969	\$ 95,953	\$ 87,431	\$ 95,000	\$ 95,000	\$ -	0.0%
11553 587100	IT Equipment Replacement Exp	\$ 46,959	\$ 48,506	\$ 9,730	\$ 50,000	\$ 65,000	\$ 15,000	30.0%
<b>TOTAL</b>	<b>Informational Technology Equip</b>	<b>\$ 143,928</b>	<b>\$ 144,459</b>	<b>\$ 97,160</b>	<b>\$ 145,000</b>	<b>\$ 160,000</b>	<b>\$ 15,000</b>	<b>10.3%</b>
TOTAL SALARIES		\$ 379,113	\$ 393,489	\$ 391,560	\$ 399,072	\$ 420,193	\$ 21,121	5.3%
TOTAL EXPENSES		\$ 351,588	\$ 432,459	\$ 542,985	\$ 561,100	\$ 767,500	\$ 206,400	36.8%
TOTAL OUTLAY		\$ 143,928	\$ 144,459	\$ 97,160	\$ 145,000	\$ 160,000	\$ 15,000	10.3%
		\$ 874,629	\$ 970,407	\$ 1,031,705	\$ 1,105,172	\$ 1,347,693	\$ 242,521	21.9%
<b>GRAND TOTAL</b>		<b>\$ 874,629</b>	<b>\$ 970,407</b>	<b>\$ 1,031,705</b>	<b>\$ 1,105,172</b>	<b>\$ 1,347,693</b>	<b>\$ 242,521</b>	<b>21.9%</b>
19111 Retirement and Pension							\$ -	#DIV/0!
19111 518000	Retirement and Pension Fund	\$ 7,878,788	\$ 8,227,468	\$ 8,728,097	\$ 9,662,058	\$ 10,092,024	\$ 429,966	4.5%
19121 Workers Compensation							\$ -	#DIV/0!
19121 517200	Workers Compensation	\$ (96,869)	\$ 114,412	\$ 104,513	\$ 175,645	\$ 193,213	\$ 17,568	10.0%
19452 Liability Insurance Expense							\$ -	#DIV/0!
19452 574000	Auto/Fire/Liability Ins Exp	\$ 463,807	\$ 496,273	\$ 511,161	\$ 552,054	\$ 587,259	\$ 35,205	6.4%
19452 574001	Deductible Reserves	\$ -	\$ 23,540	\$ 24,246	\$ 26,186	\$ 26,972	\$ 786	3.0%
<b>TOTAL</b>	<b>Liability Insurance Expense</b>	<b>\$ 463,807</b>	<b>\$ 519,813</b>	<b>\$ 535,407</b>	<b>\$ 578,240</b>	<b>\$ 614,231</b>	<b>\$ 35,991</b>	<b>6.2%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
<b>19131 517300</b>	<b>Unemployment Comp Payments</b>	\$ 18,379	\$ 10,213	\$ 30,865	\$ 40,000	\$ 40,000	\$ -	0.0%
	19141 Health Insurance						\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
19141 512001	Temporary Sal & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
19141 517000	Health Insurance Personnel Exp	\$ 260,101	\$ 3,029,119	\$ 2,932,976	\$ 3,353,977	\$ 3,521,676	\$ 167,699	5.0%
							\$ -	#DIV/0!
19141 518200	Ch 32B Group Insurance Expense	\$ 1,459,084	\$ 1,599,018	\$ 1,560,949	\$ 1,746,357	\$ 1,833,675	\$ 87,318	5.0%
							\$ -	#DIV/0!
19141 518300	Salary and Benefits Res. Exp	\$ -	\$ 6,062	\$ 39,899	\$ 443,284	\$ 750,450	\$ 307,167	69.3%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Health Insurance</b>	<b>\$ 1,719,185</b>	<b>\$ 4,634,200</b>	<b>\$ 4,533,823</b>	<b>\$ 5,543,618</b>	<b>\$ 6,105,801</b>	<b>\$ 562,184</b>	<b>10.1%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>19151 517900</b>	<b>Life Insurance Personnel Exp</b>	<b>\$ 11,990</b>	<b>\$ 12,708</b>	<b>\$ 10,234</b>	<b>\$ 19,425</b>	<b>\$ 19,425</b>	<b>\$ -</b>	<b>0.0%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>19161 517800</b>	<b>Medicare Insurance</b>	<b>\$ (52,253)</b>	<b>\$ 245,979</b>	<b>\$ 220,354</b>	<b>\$ 323,800</b>	<b>\$ 331,895</b>	<b>\$ 8,095</b>	<b>2.5%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
12111 511000	Police Admin Full Time Salary	\$ 427,191	\$ 412,763	\$ 403,295	\$ 407,051	\$ 427,830	\$ 20,779	5.1%
							\$ -	#DIV/0!
12111 514101	Pol Admin First Responder Pay	\$ 1,461	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
12111 514800	Police Admin Longevity	\$ 875	\$ 975	\$ 975	\$ 975	\$ 975	\$ -	0.0%
							\$ -	#DIV/0!
12111 514900	Police Admin Holiday Pay	\$ 1,963	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
12111 517000	Police Admin Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
12111 517800	Police Administration Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Police Administration Sa</b>	<b>\$ 431,490</b>	<b>\$ 413,738</b>	<b>\$ 404,270</b>	<b>\$ 408,026</b>	<b>\$ 428,805</b>	<b>\$ 20,779</b>	<b>5.1%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
12112 524400	Police Admin R&M Vehicles	\$ 2,062	\$ 2,687	\$ 2,576	\$ 2,719	\$ 2,719	\$ -	0.0%
							\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
12112 524500	Police Admin R&M Office Equip	\$ 2,945	\$ 4,252	\$ 5,447	\$ 5,562	\$ 5,562	\$ -	0.0%
12112 524600	Police Admin R&M Comp Equip	\$ 2,643	\$ 2,455	\$ 4,488	\$ 3,500	\$ 3,500	\$ -	0.0%
12112 524900	PD Admin R&M Police Equipment	\$ -	\$ 553	\$ 688	\$ 750	\$ 750	\$ -	0.0%
12112 530001	Police Admin - Physical&Psych	\$ 2,155	\$ 410	\$ 480	\$ 2,000	\$ 2,000	\$ -	0.0%
12112 530009	Pol-Occupational Hlth Service	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ -	0.0%
12112 531900	Police Admin Prof Serv Advert	\$ 760	\$ 162	\$ 931	\$ 1,000	\$ 1,000	\$ -	0.0%
12112 534500	Police Admin Postage Expense	\$ 85	\$ 12	\$ 307	\$ 300	\$ 300	\$ -	0.0%
12112 534600	Police Adm Print and Mail Exp	\$ 613	\$ 877	\$ 636	\$ 600	\$ 600	\$ -	0.0%
12112 542100	Police Admin Office Supp Exp	\$ 4,420	\$ 2,487	\$ 6,016	\$ 5,900	\$ 5,900	\$ -	0.0%
12112 548000	Police Admin Vehicle Supp Exp	\$ 2,638	\$ 2,500	\$ 2,490	\$ 2,500	\$ 2,500	\$ -	0.0%
12112 558012	Oth Sup ID Renewals	\$ 330	\$ 255	\$ 255	\$ 600	\$ 600	\$ -	0.0%
12112 558100	Police Admin Subscriptions Exp	\$ 1,468	\$ 463	\$ 543	\$ 3,600	\$ 3,600	\$ -	0.0%
12112 558200	Police Admin Uniforms Clothing	\$ 2,166	\$ 70	\$ 2,610	\$ 3,943	\$ 3,943	\$ -	0.0%
12112 558403	Fitness Equipment	\$ 1,602	\$ -	\$ 2,723	\$ 3,500	\$ 3,500	\$ -	0.0%
12112 558404	Furniture Expense	\$ 5,054	\$ 2,436	\$ 6,308	\$ 6,450	\$ 6,450	\$ -	0.0%
12112 571000	PD Admin In State Travel Exp	\$ 1,919	\$ 3,494	\$ 115	\$ 4,000	\$ 4,000	\$ -	0.0%
12112 573000	Police Admin Dues and Memb Exp	\$ 9,680	\$ 11,534	\$ 11,864	\$ 11,500	\$ 16,500	\$ 5,000	43.5%
12112 573200	Disability Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Police Administration Ex</b>	<b>\$ 48,041</b>	<b>\$ 42,146</b>	<b>\$ 55,979</b>	<b>\$ 65,924</b>	<b>\$ 70,924</b>	<b>\$ 5,000</b>	<b>7.6%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
12113	Police Admin - Capital Exp						\$ -	#DIV/0!
12113 587100	Capital Outlay Repl Office Eq	\$ 17,059	\$ 28,802	\$ 10,764	\$ 25,000	\$ 25,000	\$ -	0.0%
<b>TOTAL</b>	<b>Police Admin - Capital E</b>	<b>\$ 17,059</b>	<b>\$ 28,802</b>	<b>\$ 10,764</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>0.0%</b>
							\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
12121 Police Records Salary								
12121 511000	Police Records FT Salary	\$ 71,132	\$ 74,277	\$ 77,198	\$ 85,718	\$ 80,896	\$ (4,823)	-5.6%
12121 514800	Police Records Longevity	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
12121 517800	Police Records Medicare	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
<b>TOTAL</b>	<b>Police Records Salary</b>	<b>\$ 71,132</b>	<b>\$ 74,277</b>	<b>\$ 77,198</b>	<b>\$ 85,718</b>	<b>\$ 80,896</b>	<b>\$ (4,823)</b>	<b>-5.6%</b>
12122 Police Records Expense								
12122 524500	Police Records R&M Office Eq	\$ 232	\$ 240	\$ 238	\$ 250	\$ 250	\$ -	0.0%
12122 527200	Police Records Rental Off Eq	\$ 3,365	\$ 4,683	\$ 4,109	\$ 4,600	\$ 4,600	\$ -	0.0%
12122 542100	Police Records Office Supp Exp	\$ 3,707	\$ 3,618	\$ 2,986	\$ 3,456	\$ 3,756	\$ 300	8.7%
<b>TOTAL</b>	<b>Police Records Expense</b>	<b>\$ 7,304</b>	<b>\$ 8,541</b>	<b>\$ 7,333</b>	<b>\$ 8,306</b>	<b>\$ 8,606</b>	<b>\$ 300</b>	<b>3.6%</b>
12131 Police Patrol Salary								
12131 511000	Police Patrol Full Time Salary	\$ 2,581,441	\$ 2,729,279	\$ 2,578,339	\$ 2,783,896	\$ 2,851,503	\$ 67,607	2.4%
12131 513000	Police Patrol Overtime Salary	\$ 403,996	\$ 275,919	\$ 386,909	\$ 372,473	\$ 372,473	\$ -	0.0%
12131 514002	Police Patrol NEMLEC	\$ 31,319	\$ 28,453	\$ 9,328	\$ 27,504	\$ 27,504	\$ -	0.0%
12131 514003	Police Patrol Accreditation	\$ 1,000	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ -	0.0%
12131 514100	Police Patrol Specialty Pay	\$ 6,800	\$ 5,725	\$ 4,500	\$ 8,500	\$ 3,600	\$ (4,900)	-57.6%
12131 514101	Pol Patrol First Responder Pay	\$ 87,609	\$ 92,488	\$ 88,876	\$ 97,515	\$ 97,940	\$ 424	0.4%
12131 514104	Drug Testing Stipend	\$ 24,000	\$ 23,250	\$ 20,250	\$ 21,750	\$ 18,750	\$ (3,000)	-13.8%
12131 514200	Police Patrol Cap Grade	\$ 12,016	\$ 12,325	\$ 16,382	\$ 19,512	\$ 19,512	\$ -	0.0%
12131 514700	Police Patrol Night Dif Sal	\$ 112,233	\$ 108,675	\$ 103,908	\$ 110,766	\$ 131,286	\$ 20,520	18.5%
12131 514800	Police Patrol Longevity	\$ 12,663	\$ 11,733	\$ 13,182	\$ 15,800	\$ 13,800	\$ (2,000)	-12.7%

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
12131 514900	Police Patrol Holiday Pay	\$ 117,956	\$ 125,620	\$ 113,171	\$ 129,983	\$ 129,983	\$ -	0.0%
12131 517000	Police Patrol Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12131 517800	Police Patrol Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12131 517900	Police Patrol Life Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12131 518900	Police - Wellness Stipend	\$ 43,895	\$ 45,438	\$ 41,781	\$ 47,591	\$ 47,591	\$ -	0.0%
12131 519500	PD Patrol In Service Training	\$ 31,235	\$ 9,499	\$ 32,551	\$ 47,129	\$ 77,129	\$ 30,000	63.7%
12131 519800	Education Incentive	\$ 46,482	\$ 6,607	\$ 1,019	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Police Patrol Salary</b>	<b>\$ 3,512,647</b>	<b>\$ 3,476,112</b>	<b>\$ 3,411,296</b>	<b>\$ 3,683,520</b>	<b>\$ 3,792,171</b>	<b>\$ 108,651</b>	<b>2.9%</b>
12132 Police Patrol Expense							\$ -	#DIV/0!
12132 524400	Police Patrol R&M Vehicles	\$ 14,550	\$ 18,418	\$ 33,594	\$ 33,500	\$ 33,500	\$ -	0.0%
12132 524900	Police Patrol R&M Police Equip	\$ 6,022	\$ 7,178	\$ 10,680	\$ 12,010	\$ 12,010	\$ -	0.0%
12132 530001	Police Patrol-Medical Bills	\$ 13,993	\$ 23,167	\$ 20,052	\$ 30,000	\$ 30,000	\$ -	0.0%
12132 530600	PD Pat Prof Serv Data Process	\$ 64,571	\$ 69,149	\$ 63,309	\$ 67,300	\$ 67,300	\$ -	0.0%
12132 531700	PD Prof Services-Emp Train Sem	\$ 39,414	\$ 24,199	\$ 20,460	\$ 37,600	\$ 37,600	\$ -	0.0%
12132 531701	PD InService Training seats	\$ 3,242	\$ 8,855	\$ 2,725	\$ 15,000	\$ 15,000	\$ -	0.0%
12132 542100	Police Patrol Office Supp Exp	\$ 8,155	\$ 6,297	\$ 6,303	\$ 7,900	\$ 7,900	\$ -	0.0%
12132 548000	Police Patrol Vehicle Supp Exp	\$ 16,083	\$ 19,956	\$ 19,014	\$ 20,000	\$ 20,000	\$ -	0.0%
12132 548900	Police Patrol Gasoline Expense	\$ 65,735	\$ 53,656	\$ 45,202	\$ 85,050	\$ 85,050	\$ -	0.0%
12132 550000	Police Patrol Medical Supp Exp	\$ 3,891	\$ 11,615	\$ 5,721	\$ 8,000	\$ 8,000	\$ -	0.0%
12132 558010	Oth Sup NEMLEC Equip	\$ 4,000	\$ 2,086	\$ 216	\$ 5,000	\$ 5,000	\$ -	0.0%
12132 558011	Oth Sup K-9 Equip	\$ 3,464	\$ 1,410	\$ 1,234	\$ 5,000	\$ 5,000	\$ -	0.0%
12132 558200	Police Patrol Uniform Supp Exp	\$ 841	\$ 660	\$ 826	\$ 1,500	\$ 1,500	\$ -	0.0%

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
12132 558400	PD Patrol Police Supplies	\$ 11,900	\$ 11,775	\$ 12,136	\$ 12,000	\$ 12,000	\$ -	0.0%
12132 558401	PD Patrol Crime Prevention Sup	\$ 327	\$ 69	\$ 482	\$ 500	\$ 500	\$ -	#DIV/0!
12132 558402	Firearms Training & Ammunition	\$ 14,854	\$ 7,827	\$ 33,260	\$ 25,000	\$ 25,000	\$ -	0.0%
12132 558901	PD Patrol Prisoner Meals Exp	\$ 582	\$ 622	\$ 1,148	\$ 2,000	\$ 2,000	\$ -	0.0%
12132 571000	PD Patrol In State Travel Exp	\$ 172	\$ 70	\$ 605	\$ 1,263	\$ 1,263	\$ -	0.0%
12132 573000	Dues and Membership	\$ 30	\$ -	\$ 30	\$ 250	\$ 250	\$ -	0.0%
<b>TOTAL</b>	<b>Police Patrol Expense</b>	<b>\$ 271,825</b>	<b>\$ 267,009</b>	<b>\$ 276,997</b>	<b>\$ 368,873</b>	<b>\$ 368,873</b>	<b>\$ -</b>	<b>0.0%</b>
12133 Police Patrol Capital								
12133 587000	Police Patrol-Replace Cruisers	\$ 179,912	\$ 178,202	\$ -	\$ 150,000	\$ 225,000	\$ 75,000	50.0%
<b>TOTAL</b>	<b>Police Patrol Capital</b>	<b>\$ 179,912</b>	<b>\$ 178,202</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 225,000</b>	<b>\$ 75,000</b>	<b>50.0%</b>
12141 Police Traffic Control Salary								
12141 511000	Police Traffic Ctrl FT Salary	\$ 209,838	\$ 126,532	\$ 133,407	\$ 158,606	\$ 171,132	\$ 12,527	7.9%
12141 511100	Police Traffic Ctrl PT Salary	\$ 226,424	\$ 228,700	\$ 205,261	\$ 311,742	\$ 295,650	\$ (16,092)	-5.2%
12141 513000	Police Traffic Ctrl Overtime S	\$ 11,323	\$ 8,132	\$ 5,045	\$ 10,812	\$ 10,812	\$ -	0.0%
12141 514003	Police Traffic Accreditation	\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ -	0.0%
12141 514100	Police Traffic Specialty Pay	\$ 2,250	\$ 2,300	\$ 2,350	\$ 2,350	\$ 2,350	\$ -	0.0%
12141 514101	Pol Traf First Responder Pay	\$ 7,870	\$ 4,891	\$ 4,742	\$ 5,764	\$ 6,005	\$ 242	4.2%
12141 514104	Drug Testing Stipend	\$ 2,250	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
12141 514200	Police Traffic Cont Cap Grade	\$ 365	\$ 30	\$ 97	\$ -	\$ -	\$ -	#DIV/0!
12141 514700	Night Differential	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12141 514800	Police Traffic Ctrl Longevity	\$ 677	\$ 791	\$ 803	\$ 800	\$ 800	\$ -	0.0%

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
12141 514900	PD Traffic Ctrl Holiday Salary	\$ 9,956	\$ 8,117	\$ 6,610	\$ 7,254	\$ 7,254	\$ -	0.0%
12141 517000	Police Traffic Ctrl Health Ins	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12141 517800	Police Traffic Ctrl Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12141 519500	PD Traffic In Service Training	\$ 690	\$ -	\$ -	\$ 962	\$ 962	\$ -	0.0%
12141 519900	Police Traffic Uniform Allow	\$ 3,000	\$ 3,250	\$ 1,250	\$ 3,400	\$ 3,400	\$ -	0.0%
<b>TOTAL</b>	<b>Police Traffic Control S</b>	<b>\$ 474,842</b>	<b>\$ 384,342</b>	<b>\$ 361,166</b>	<b>\$ 503,289</b>	<b>\$ 499,966</b>	<b>\$ (3,324)</b>	<b>-0.7%</b>
12142 Police Traffic Control Expense								
12142 524400	Police Traffic R&M Vehicles	\$ 6,763	\$ 6,959	\$ 4,775	\$ 7,000	\$ 7,000	\$ -	0.0%
12142 524900	Police Traffic R&M Police Eq	\$ 2,305	\$ 3,114	\$ 4,012	\$ 3,700	\$ 3,700	\$ -	0.0%
12142 542100	Police Traffic Office Supp Exp	\$ 1,272	\$ 1,528	\$ 1,257	\$ 1,546	\$ 1,546	\$ -	0.0%
12142 548000	Police Traffic Veh Supp Exp	\$ 2,621	\$ 3,332	\$ 3,261	\$ 3,335	\$ 3,335	\$ -	0.0%
12142 556000	Motorcycle Leasing	\$ 10,449	\$ 10,468	\$ 11,200	\$ 11,500	\$ 11,500	\$ -	0.0%
12142 558200	PD Traffic Uniform Supp Exp	\$ 845	\$ 1,971	\$ 4,133	\$ 3,500	\$ 3,500	\$ -	0.0%
12142 558400	Traffic Contrl Police Supplies	\$ 781	\$ 649	\$ 925	\$ 680	\$ 680	\$ -	0.0%
12142 558401	Traf Contr Crime Prev Supplies	\$ 360	\$ 231	\$ 390	\$ 360	\$ 360	\$ -	0.0%
12142 571000	PD Traffic In State Travel Exp	\$ 66	\$ 30	\$ 7	\$ 110	\$ 110	\$ -	0.0%
<b>TOTAL</b>	<b>Police Traffic Control E</b>	<b>\$ 25,462</b>	<b>\$ 28,281</b>	<b>\$ 29,960</b>	<b>\$ 31,731</b>	<b>\$ 31,731</b>	<b>\$ -</b>	<b>0.0%</b>
12151 Police Detectives Salary								
12151 511000	Police Detectives FT Salary	\$ 506,955	\$ 535,142	\$ 452,760	\$ 516,227	\$ 457,976	\$ (58,251)	-11.3%
12151 513000	Police Detectives OT Salary	\$ 16,702	\$ 16,469	\$ 16,505	\$ 33,003	\$ 33,003	\$ -	0.0%
12151 514003	Police Detective Accreditation	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ -	0.0%
12151 514100	PoliceDetective Specialty Pay	\$ 7,450	\$ 8,200	\$ 7,150	\$ 8,350	\$ 7,150	\$ (1,200)	-14.4%



### Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
							\$	%
12161 511000	Police Community Svc FT Salary	\$ 390,761	\$ 427,724	\$ 447,332	\$ 424,507	\$ 424,507	\$ -	0.0%
12161 513000	Police Community Svc OT Salary	\$ 18,638	\$ 18,054	\$ 19,049	\$ 10,000	\$ 10,000	\$ -	0.0%
12161 514003	Police Community Accreditation	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ -	0.0%
12161 514100	Police Comm Serv Specialty Pay	\$ 4,050	\$ 4,100	\$ 4,700	\$ 4,150	\$ 5,600	\$ 1,450	34.9%
12161 514101	Pol Com ScvFirst Responder Pay	\$ 10,359	\$ 11,610	\$ 11,566	\$ 11,584	\$ 11,584	\$ -	0.0%
12161 514104	Drug Testing Stipend	\$ 2,250	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
12161 514800	Police Community Longevity	\$ 1,377	\$ 2,619	\$ 2,621	\$ 3,000	\$ 3,000	\$ -	0.0%
12161 514900	Police Comm Svc Holiday Pay	\$ 14,388	\$ 16,650	\$ 15,794	\$ 16,453	\$ 16,453	\$ -	0.0%
12161 517000	Police Comm Svc Health Ins	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12161 517800	Police Community Svc Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12161 519500	PD CommSvc In Service Training	\$ -	\$ -	\$ -	\$ 2,298	\$ 2,298	\$ -	0.0%
12161 519900	Police Comm Svc Uniform Allow	\$ 425	\$ 425	\$ 425	\$ 425	\$ 425	\$ -	0.0%
<b>TOTAL</b>	<b>Police Community Service</b>	<b>\$ 442,347</b>	<b>\$ 484,282</b>	<b>\$ 504,587</b>	<b>\$ 475,517</b>	<b>\$ 476,967</b>	<b>\$ 1,450</b>	<b>0.3%</b>
12162 Police Community Service Exp							\$ -	#DIV/0!
12162 524400	Police Comm Svc R&M Vehicles	\$ 2,109	\$ 2,350	\$ 2,347	\$ 2,379	\$ 2,379	\$ -	0.0%
12162 525000	PD Comm Serv Pkg Meter Repairs	\$ 2,496	\$ 1,563	\$ 887	\$ 2,500	\$ 2,500	\$ -	0.0%
12162 542100	PD CommSvc Office Supp Exp	\$ 584	\$ 596	\$ 386	\$ 600	\$ 600	\$ -	0.0%
12162 545010	Pol Comm Serv-Aux Pol Ex	\$ 4,367	\$ 1,151	\$ 200	\$ 6,000	\$ 6,000	\$ -	0.0%
12162 548000	Police Comm Svc Veh Supp Exp	\$ 1,012	\$ 1,999	\$ 1,995	\$ 2,000	\$ 2,000	\$ -	0.0%
12162 558900	PD-Comm Serv PkgMtr Supp	\$ 2,600	\$ 2,577	\$ 907	\$ 2,600	\$ 2,600	\$ -	0.0%
12162 571000	PD CommSvc In State Travel Exp	\$ 134	\$ -	\$ -	\$ 189	\$ 189	\$ -	0.0%
12162 573000	PD CommSvc Dues & Memb Exp	\$ 465	\$ 290	\$ 290	\$ 1,000	\$ 1,000	\$ -	0.0%

## Expenses

TOTAL	Police Community Service	FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
		\$ 13,766	\$ 10,526	\$ 7,011	\$ 17,268	\$ 17,268	\$ -	0.0%
	12961 Public Safety Comm 911 Salary						\$ -	#DIV/0!
12961 511000	Public Safety Comm FT Salary	\$ 533,448	\$ 566,187	\$ 568,138	\$ 569,643	\$ 568,338	\$ (1,305)	-0.2%
12961 511100	Public Safety Comm PT Salary	\$ 41,179	\$ 24,488	\$ 26,254	\$ 50,179	\$ 50,179	\$ -	0.0%
12961 513000	Public Safety Comm OT Salary	\$ 57,472	\$ 54,182	\$ 36,430	\$ 62,551	\$ 62,551	\$ -	0.0%
12961 514104	Drug Testing Stipend	\$ 5,782	\$ 5,289	\$ 5,283	\$ 8,271	\$ 5,271	\$ (3,000)	-36.3%
12961 514700	Public Sfty Comm Night Dif Sal	\$ 24,575	\$ 22,977	\$ 23,128	\$ 57,622	\$ 21,893	\$ (35,729)	-62.0%
12961 514800	Pub Safety Longevity	\$ 2,802	\$ 2,679	\$ 2,836	\$ 8,562	\$ 3,014	\$ (5,548)	-64.8%
12961 514900	Public Safety Comm Holiday Pay	\$ 18,384	\$ 16,612	\$ 16,719	\$ 16,748	\$ 16,748	\$ -	0.0%
12961 515000	PS Defib Stipend	\$ 3,495	\$ 3,173	\$ 3,161	\$ 4,514	\$ 3,164	\$ (1,350)	-29.9%
12961 517000	Public Safety Comm Health Ins	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12961 517800	Public Safety Comm Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12961 517900	PS Comm - Life Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12961 519002	PS Comm - Uniform Maint	\$ 2,239	\$ 2,116	\$ 2,108	\$ 9,089	\$ 2,114	\$ (6,975)	-76.7%
12961 519500	PS Comm In Service Training	\$ -	\$ -	\$ -	\$ 2,120	\$ 2,120	\$ -	0.0%
12961 519600	Public Safety Comm EMT Stipend	\$ 11,015	\$ 10,018	\$ 9,984	\$ 14,917	\$ 9,807	\$ (5,110)	-34.3%
12961 519800	PS Comm Education Incentive	\$ 552	\$ 439	\$ 437	\$ 767	\$ -	\$ (767)	-100.0%
12961 519900	Public Sfty Comm Uniform Allow	\$ 92	\$ -	\$ -	\$ 600	\$ -	\$ (600)	-100.0%
<b>TOTAL</b>	<b>Public Safety Comm 911 S</b>	<b>\$ 701,034</b>	<b>\$ 708,159</b>	<b>\$ 694,477</b>	<b>\$ 805,583</b>	<b>\$ 745,199</b>	<b>\$ (60,384)</b>	<b>-7.5%</b>
	12962 Public Safety Comm 911 Expense						\$ -	#DIV/0!
12962 524600	Public Safety Comm R&M Comp E	\$ 2,996	\$ 830	\$ 2,954	\$ 3,000	\$ 3,000	\$ -	0.0%

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
12962 524900	PD PS Comm R&M Police Equip	\$ 38,053	\$ 41,031	\$ 49,484	\$ 40,925	\$ 40,925	\$ -	0.0%
12962 531700	PD Prof Scvs-Emp Train Semnar	\$ 221	\$ 480	\$ 633	\$ 2,000	\$ 2,000	\$ -	#DIV/0!
12962 534100	PS Comm Telephone Expense	\$ 61,149	\$ 69,495	\$ 65,141	\$ 75,239	\$ 75,239	\$ -	0.0%
12962 542100	PS Comm Office Supplies Exp	\$ 604	\$ 993	\$ 1,715	\$ 1,500	\$ 1,500	\$ -	0.0%
12962 542200	Public Sfty Comm Comp Supp Exp	\$ 904	\$ 964	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
12962 558200	PS Comm Unifrom Supp Expense	\$ 1,905	\$ 1,388	\$ 1,559	\$ 2,000	\$ 2,000	\$ -	0.0%
12962 572000	Pub Sfty Education & Training	\$ 378	\$ 196	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12962 573000	PS Comm Dues & Membership Exl	\$ -	\$ -	\$ 255	\$ 1,000	\$ 1,000	\$ -	0.0%
<b>TOTAL</b>	<b>Public Safety Comm 911 Expense</b>	<b>\$ 106,209</b>	<b>\$ 115,377</b>	<b>\$ 122,740</b>	<b>\$ 126,664</b>	<b>\$ 126,664</b>	<b>\$ -</b>	<b>0.0%</b>
TOTAL SALARIES		\$ 6,230,498	\$ 6,158,068	\$ 5,978,535	\$ 6,572,459	\$ 6,573,687	\$ 1,228	0.0%
TOTAL EXPENSES		\$ 487,404	\$ 484,828	\$ 514,052	\$ 633,865	\$ 639,165	\$ 5,300	0.8%
TOTAL OUTLAY		\$ 196,971	\$ 207,004	\$ 10,764	\$ 175,000	\$ 250,000	\$ 75,000	42.9%
		\$ 6,914,873	\$ 6,849,899	\$ 6,503,351	\$ 7,381,324	\$ 7,462,852	\$ 81,528	1.1%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>GRAND TOTAL</b>		<b>\$ 6,914,873</b>	<b>\$ 6,849,899</b>	<b>\$ 6,503,351</b>	<b>\$ 7,381,324</b>	<b>\$ 7,462,852</b>	<b>\$ 81,528</b>	<b>1.1%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
	12211 Fire Administration Sala						\$ -	#DIV/0!
12211 511000	Fire Administration FT Salary	\$ 535,982	\$ 613,459	\$ 502,097	\$ 554,941	\$ 533,410	\$ (21,531)	-3.9%
12211 511100	Fire Administration PT Salary	\$ 22,920	\$ 19,441	\$ -	\$ 22,230	\$ 22,676	\$ 446	2.0%
12211 513000	Fire Administration Overtime	\$ 295	\$ 609	\$ 3,700	\$ -	\$ -	\$ -	#DIV/0!
12211 514100	Specialty Stipends	\$ 13,635	\$ 16,169	\$ 12,949	\$ 13,554	\$ 11,546	\$ (2,008)	-14.8%
12211 514102	ALS Specialty Stipend	\$ -	\$ 5,374	\$ -	\$ -	\$ 1,506	\$ 1,506	#DIV/0!
12211 514104	Drug Testing Stipend	\$ 1,529	\$ 1,800	\$ 1,500	\$ 1,506	\$ 2,024	\$ 518	34.4%
12211 514700	Fire Prev Night Differential	\$ 1,969	\$ 2,312	\$ 2,034	\$ 2,024	\$ 1,929	\$ (95)	-4.7%



### Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
							\$	%
12212 542400	Fire - Hardware Supplies	\$ 1,283	\$ 93	\$ 2,392	\$ 2,500	\$ 2,500	\$ -	#DIV/0!
12212 545000	Fire Admin Custodial Supplies	\$ 9,374	\$ 19,966	\$ 11,234	\$ 12,000	\$ 12,000	\$ -	0.0%
12212 552900	Fire Administration Books Exp	\$ 1,396	\$ 440	\$ 2,519	\$ 2,000	\$ 2,000	\$ -	#DIV/0!
12212 571000	Fire Admin In State Travel Exp	\$ 16,267	\$ 11,352	\$ 10,252	\$ 6,000	\$ 10,000	\$ -	0.0%
12212 573000	Fire Admin Dues and Memb Exp	\$ 2,240	\$ 2,940	\$ 1,285	\$ 3,000	\$ 3,000	\$ 4,000	66.7%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Fire Administration Expe</b>	<b>\$ 140,759</b>	<b>\$ 133,005</b>	<b>\$ 133,582</b>	<b>\$ 143,650</b>	<b>\$ 147,650</b>	<b>\$ 4,000</b>	<b>2.8%</b>
							\$ -	#DIV/0!
12213	Fire Admin						\$ -	#DIV/0!
							\$ -	#DIV/0!
12213 587000	Replace Equipment	\$ 20,382	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Fire Admin</b>	<b>\$ 20,382</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
12221	Fire Suppression Salary						\$ -	#DIV/0!
							\$ -	#DIV/0!
12221 511000	Fire Suppression FT Salary	\$ 3,202,093	\$ 3,340,938	\$ 3,352,814	\$ 3,363,623	\$ 3,390,426	\$ 26,803	0.8%
12221 513000	Fire Suppression OT Salary	\$ 661,316	\$ 461,570	\$ 623,031	\$ 605,154	\$ 605,154	\$ -	#DIV/0!
12221 514100	Specialty Stipends	\$ 2,035	\$ 1,938	\$ 3,377	\$ 2,008	\$ 2,008	\$ -	0.0%
12221 514102	ALS Specialty Stipend	\$ 108,351	\$ 125,894	\$ 132,722	\$ 136,091	\$ 144,016	\$ 7,925	5.8%
12221 514104	Drug Testing Stipend	\$ 31,234	\$ 28,644	\$ 26,835	\$ 26,352	\$ 24,093	\$ -	#DIV/0!
12221 514300	Fire Supp Capacity Difference	\$ 7,071	\$ 10,849	\$ 9,062	\$ 18,911	\$ 18,911	\$ (2,259)	-8.6%
12221 514700	Fire Suppression Night Dif Sal	\$ 37,042	\$ 38,898	\$ 38,902	\$ 39,973	\$ 39,717	\$ -	#DIV/0!
12221 514800	Fire Suppression Longevity	\$ 16,193	\$ 15,536	\$ 17,831	\$ 17,778	\$ 17,929	\$ -	0.0%
12221 514900	Fire Suppression Holiday Pay	\$ 167,563	\$ 180,630	\$ 169,286	\$ 180,617	\$ 179,532	\$ 151	0.8%
							\$ -	#DIV/0!
							\$ (1,085)	-0.6%
							\$ -	#DIV/0!

## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
							\$	%
12221 515000	Fire Suppression Defib Pay	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
12221 517000	Fire Suppression Heath Ins	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
12221 517800	Fire Suppression Medicare	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
12221 519200	Fire Suppress HazMat Stipend	\$ 79,016	\$ 81,446	\$ 81,987	\$ 85,747	\$ 84,125	\$ (1,622)	-1.9%
12221 519500	FD Supp In Service Training	\$ 18,624	\$ 20,004	\$ 1,094	\$ 24,047	\$ 24,047	\$ -	#DIV/0!
12221 519600	EMT Stipend	\$ 112,478	\$ 112,593	\$ 106,930	\$ 106,644	\$ 110,381	\$ 3,737	3.5%
12221 519800	Fire Admin Education Incentive	\$ 58,471	\$ 51,646	\$ 51,200	\$ 56,750	\$ 64,950	\$ 8,200	14.4%
<b>TOTAL</b>	<b>Fire Suppression Salary</b>	<b>\$ 4,501,488</b>	<b>\$ 4,470,586</b>	<b>\$ 4,615,071</b>	<b>\$ 4,663,695</b>	<b>\$ 4,705,289</b>	<b>\$ 41,594</b>	<b>0.9%</b>
12222 Fire Suppression Expense							\$ -	#DIV/0!
12222 524400	Fire Suppression R&M Vehicles	\$ 77,849	\$ 82,857	\$ 63,193	\$ 62,200	\$ 65,000	\$ 2,800	4.5%
12222 524501	Fire Suppression R&M Radio	\$ 18,867	\$ 10,702	\$ 20,145	\$ 20,000	\$ 20,000	\$ -	0.0%
12222 530000	Professional and Tech Services	\$ 9,900	\$ 22,314	\$ 20,326	\$ 20,500	\$ 20,500	\$ -	#DIV/0!
12222 530001	Fire Supp Prof Serv Med Bills	\$ 37,950	\$ 6,936	\$ 34,900	\$ 35,000	\$ 35,000	\$ -	#DIV/0!
12222 530009	Fire-Occupational Hlth Service	\$ 7,500	\$ 7,500	\$ 7,500	\$ 8,000	\$ 8,000	\$ -	0.0%
12222 531700	FD Supp Emp Training Seminar	\$ 26,744	\$ 8,278	\$ 25,865	\$ 26,000	\$ 26,000	\$ -	0.0%
12222 542400	Fire Supp - Extinguisher Ref	\$ 1,300	\$ 940	\$ 738	\$ 1,000	\$ 1,000	\$ -	0.0%
12222 548900	Fire Suppression Gasoline Exp	\$ 22,128	\$ 15,538	\$ 24,294	\$ 24,150	\$ 26,000	\$ 1,850	7.7%
12222 558600	Fire Supp Firefighter Supplies	\$ 30,259	\$ 20,664	\$ 24,704	\$ 25,000	\$ 25,000	\$ -	0.0%
12222 573000	Fire Supp Dues and Memb Exp	\$ 2,500	\$ 2,500	\$ 2,500	\$ 5,000	\$ 5,000	\$ -	0.0%
<b>TOTAL</b>	<b>Fire Suppression Expense</b>	<b>\$ 234,997</b>	<b>\$ 178,229</b>	<b>\$ 224,164</b>	<b>\$ 226,850</b>	<b>\$ 231,500</b>	<b>\$ 4,650</b>	<b>2.0%</b>

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
12223 Fire Suppression Capital							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
12223 587003	Turnout Gear Replacement	\$ 25,200	\$ 26,250	\$ -	\$ 26,250	\$ 30,000	\$ 3,750	14.3%
							\$ -	#DIV/0!
12223 587100	FD Supp Capital Outly Off Eq	\$ 9,600	\$ 2,139	\$ -	\$ 9,600	\$ 9,600	\$ -	0.0%
							\$ -	#DIV/0!
12223 587200	Fire Supp Capital Outlay Other	\$ 40,000	\$ 28,392	\$ -	\$ 40,000	\$ 40,000	\$ -	0.0%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Fire Suppression Capital</b>	<b>\$ 74,800</b>	<b>\$ 56,781</b>	<b>\$ -</b>	<b>\$ 75,850</b>	<b>\$ 79,600</b>	<b>\$ 3,750</b>	<b>4.9%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
12301 EMS Salary							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
12301 513005	Overtime-EMS Training	\$ 22,393	\$ 20,975	\$ 28,727	\$ 28,530	\$ 28,530	\$ -	0.0%
							\$ -	#DIV/0!
12301 519600	EMT Stipend	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>EMS Salary</b>	<b>\$ 22,393</b>	<b>\$ 20,975</b>	<b>\$ 28,727</b>	<b>\$ 28,530</b>	<b>\$ 28,530</b>	<b>\$ -</b>	<b>0.0%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
12302 EMS Expenses							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
12302 524010	EMS Services Defibrillator	\$ 15,564	\$ 6,222	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
							\$ -	#DIV/0!
12302 524400	EMS Repair & Maint Vehicles	\$ 3,620	\$ 4,440	\$ 15,088	\$ 15,000	\$ 15,000	\$ -	0.0%
							\$ -	#DIV/0!
12302 530000	EMS Training	\$ -	\$ 6,178	\$ 9,900	\$ 13,000	\$ 13,000	\$ -	0.0%
							\$ -	#DIV/0!
12302 530010	ALS Contracted Training	\$ 9,198	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	#DIV/0!
							\$ -	#DIV/0!
12302 530011	ALS Quality Assurance	\$ 1,531	\$ 7,459	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
							\$ -	#DIV/0!
12302 530012	ALS Medical Control	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 34,000	\$ 24,000	240.0%
							\$ -	#DIV/0!
12302 530013	Amb Billing Services Exp	\$ 37,552	\$ 35,062	\$ 34,844	\$ 34,000	\$ 8,000	\$ (26,000)	-76.5%
							\$ -	#DIV/0!
12302 548900	EMS Veh Supp-Gasoline	\$ 5,422	\$ 3,961	\$ 6,007	\$ 7,350	\$ 11,000	\$ 3,650	49.7%
							\$ -	#DIV/0!
12302 550000	EMS Medical Supplies	\$ 24,653	\$ 5,447	\$ 10,149	\$ 10,000	\$ -	\$ (10,000)	-100.0%
							\$ -	#DIV/0!



## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
		\$	\$	\$	\$	\$	\$	%
12912 534100	BEMA Telephone Expense	\$ 3,698	\$ 3,162	\$ 2,304	\$ 2,394	\$ 2,394	\$ -	#DIV/0!
12912 542100	EMS Office Supplies	\$ -	\$ -	\$ -	\$ 300	\$ 300	\$ -	0.0%
12912 573000	BEMA Association Dues	\$ -	\$ -	\$ -	\$ 50	\$ 50	\$ -	0.0%
<b>TOTAL</b>	<b>BEMA Expense</b>	<b>\$ 9,144</b>	<b>\$ 7,843</b>	<b>\$ 7,944</b>	<b>\$ 7,944</b>	<b>\$ 7,944</b>	<b>\$ -</b>	<b>0.0%</b>
TOTAL SALARIES		\$ 13,981	\$ 15,116	\$ 16,258	\$ 16,200	\$ 16,200	\$ -	0.0%
TOTAL EXPENSES		\$ 9,144	\$ 7,843	\$ 7,944	\$ 7,944	\$ 7,944	\$ -	0.0%
		\$ 23,125	\$ 22,959	\$ 24,202	\$ 24,144	\$ 24,144	\$ -	0.0%
<b>GRAND TOTAL</b>		<b>\$ 23,125</b>	<b>\$ 22,959</b>	<b>\$ 24,202</b>	<b>\$ 24,144</b>	<b>\$ 24,144</b>	<b>\$ -</b>	<b>0.0%</b>
13001 510000	School Total Salaries	\$ 47,041,382	\$ 48,905,308	\$ 52,090,142	\$ 54,615,673	\$ 57,305,264	\$ 2,689,591	4.9%
13002 521000	School Total Non-Salaries	\$ 9,944,210	\$ 10,254,036	\$ 9,395,499	\$ 11,589,885	\$ 12,132,358	\$ 542,473	4.7%
<b>GRAND TOTAL</b>		<b>\$ 56,985,592</b>	<b>\$ 59,159,344</b>	<b>\$ 61,485,641</b>	<b>\$ 66,205,558</b>	<b>\$ 69,437,622</b>	<b>\$ 3,232,064</b>	<b>4.9%</b>
<b>13002 569000</b>	<b>Regional School Assessment</b>	<b>\$ 846,771</b>	<b>\$ 984,887</b>	<b>\$ 1,391,511</b>	<b>\$ 1,764,269</b>	<b>\$ 1,721,238</b>	<b>\$ (43,031)</b>	<b>-2.4%</b>
	11751 Planning Salary						\$ -	#DIV/0!
11751 511000	Planning FT Salary	\$ 228,838	\$ 201,115	\$ 146,991	\$ 210,251	\$ 205,472	\$ (4,779)	-2.3%
11751 513000	Planning Overtime			\$ 1,020	\$ -	\$ -	\$ -	#DIV/0!
11751 517000	Planning Health Ins	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11751 517800	Planning Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Planning Salary</b>	<b>\$ 228,838</b>	<b>\$ 201,115</b>	<b>\$ 148,011</b>	<b>\$ 210,251</b>	<b>\$ 205,472</b>	<b>\$ (4,779)</b>	<b>-2.3%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
11752 Planning Expense							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
11752 530000	Planning Prof & Tech Exp	\$ 7,336	\$ 8,384	\$ 7,119	\$ 22,500	\$ 22,500	\$ -	0.0%
							\$ -	#DIV/0!
11752 531900	Planning Prof Serv Adv	\$ 2,758	\$ 2,896	\$ 74	\$ 3,000	\$ 3,000	\$ -	0.0%
							\$ -	#DIV/0!
11752 532000	Plann Tuition	\$ -	\$ -	\$ -	\$ 600	\$ 600	\$ -	0.0%
							\$ -	#DIV/0!
11752 534700	Planning Printing Exp	\$ 172	\$ -	\$ 62	\$ 700	\$ 700	\$ -	0.0%
							\$ -	#DIV/0!
11752 542100	Planning Office Supp Exp	\$ 488	\$ 204	\$ 260	\$ 700	\$ 700	\$ -	0.0%
							\$ -	#DIV/0!
11752 552900	Planning Books Expense	\$ 350	\$ -	\$ -	\$ 350	\$ 350	\$ -	0.0%
							\$ -	#DIV/0!
11752 571000	Planning In State Travel	\$ 6	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ -	0.0%
							\$ -	#DIV/0!
11752 573000	Planning Dues & Membership	\$ 700	\$ 1,462	\$ 357	\$ 800	\$ 800	\$ -	0.0%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Planning Expense</b>	<b>\$ 11,810</b>	<b>\$ 12,946</b>	<b>\$ 7,871</b>	<b>\$ 30,150</b>	<b>\$ 30,150</b>	<b>\$ -</b>	<b>0.0%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
11801 Community Development Salary							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
11801 511000	Comm Develop Full Time Salary	\$ 332,406	\$ 341,662	\$ 354,021	\$ 357,417	\$ 361,809	\$ 4,392	1.2%
							\$ -	#DIV/0!
11801 513000	Comm Develop Overtime			\$ (225)	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
11801 514800	Comm Develop Longevity	\$ 775	\$ 825	\$ 825	\$ 825	\$ 825	\$ -	0.0%
							\$ -	#DIV/0!
11801 517000	Comm Develop Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
11801 517800	Comm Develop Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
11801 519900	Comm Develop Uniform Allow	\$ -	\$ -	\$ 750	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Community Development Sa</b>	<b>\$ 333,181</b>	<b>\$ 342,487</b>	<b>\$ 355,371</b>	<b>\$ 358,242</b>	<b>\$ 362,634</b>	<b>\$ 4,392</b>	<b>1.2%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
11802 Community Development Expense							\$ -	#DIV/0!
							\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
11802 524500	Comm Develop R&M Office Equip	\$ 6,158	\$ 5,475	\$ 4,632	\$ 7,200	\$ 7,200	\$ -	#DIV/0!
11802 530000	Comm Develop Prof & Tech Exp	\$ 6,459	\$ 15,958	\$ 13,194	\$ 15,000	\$ 15,000	\$ -	0.0%
11802 530016	Conferences & Professional Dev	\$ 2,870	\$ 1,896	\$ -	\$ 3,000	\$ 3,000	\$ -	0.0%
11802 531900	Comm Develop Prof Serv Advert	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ -	0.0%
11802 532000	Comm DvlpTuition	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
11802 534100	Comm Develop Telephone Expens	\$ 1,383	\$ 1,317	\$ 1,652	\$ 1,680	\$ 1,680	\$ -	0.0%
11802 534600	Comm Develop Printand Mail Exp	\$ 325	\$ 291	\$ 226	\$ 500	\$ 500	\$ -	0.0%
11802 542100	Comm Develop Office Supp Exp	\$ 1,514	\$ 1,019	\$ 685	\$ 2,450	\$ 2,450	\$ -	0.0%
11802 552900	Comm Develop Books Expense	\$ 110	\$ 172	\$ -	\$ 350	\$ 350	\$ -	0.0%
11802 571000	Comm Develop In state Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
11802 573000	Comm Develop Duesand Memb E	\$ 1,411	\$ 1,105	\$ 1,115	\$ 2,200	\$ 2,200	\$ -	0.0%
<b>TOTAL</b>	<b>Community Development Ex</b>	<b>\$ 20,979</b>	<b>\$ 27,982</b>	<b>\$ 22,253</b>	<b>\$ 34,130</b>	<b>\$ 34,130</b>	<b>\$ -</b>	<b>0.0%</b>
12411	Building Inspection Salary						\$ -	#DIV/0!
12411 511000	Building Inspection FT Salary	\$ 149,195	\$ 88,777	\$ 85,948	\$ 155,943	\$ 156,229	\$ 286	0.2%
12411 511100	Building Inspection PT Salary	\$ 39,959	\$ 41,072	\$ 40,941	\$ 41,071	\$ 40,915	\$ (156)	-0.4%
12411 513000	Building Inspections Overtime	\$ 1,132	\$ 8,154	\$ 3,303	\$ 2,500	\$ 2,500	\$ -	0.0%
12411 514105	Eyeglass Reimbursement	\$ -	\$ 175	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12411 514800	Building Inspection Longevity	\$ 581	\$ 656	\$ 1,481	\$ 1,481	\$ 1,481	\$ -	0.0%
12411 517000	Building Inspection Health Ins	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12411 517800	Building Inspection Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
12411 519900	Bldg Inspect - Uniform Allow	\$ 1,350	\$ 675	\$ 675	\$ 1,350	\$ 1,350	\$ -	0.0%

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
<b>TOTAL</b>	<b>Building Inspection Sala</b>	\$ 192,218	\$ 139,509	\$ 132,348	\$ 202,345	\$ 202,475	\$ 130	0.1%
	12412 Building Inspection Expense							
12412 524500	Building Inspection R&M Off Eq	\$ 146	\$ 200	\$ -	\$ 200	\$ 200	\$ -	0.0%
12412 530000	Bldg Inspect Prof & Tech Svcs	\$ 13,300	\$ 9,444	\$ 7,770	\$ 20,000	\$ 20,000	\$ -	0.0%
12412 531300	Bldg Joint Inspection Program	\$ 88,431	\$ 86,495	\$ 76,185	\$ 95,000	\$ 95,000	\$ -	0.0%
12412 532000	Bldg Insp Tuition	\$ 100	\$ -	\$ -	\$ 2,200	\$ 2,200	\$ -	0.0%
12412 534100	Telephone Bldg Insp	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920	\$ -	0.0%
12412 534600	Bldg Insp Printing & Mailing	\$ 281	\$ 245	\$ 70	\$ 700	\$ 700	\$ -	0.0%
12412 542100	Building Inspection Office Sup	\$ 643	\$ 70	\$ 208	\$ 800	\$ 800	\$ -	0.0%
12412 552900	Books and Periodicals	\$ 213	\$ 341	\$ -	\$ 350	\$ 350	\$ -	0.0%
12412 571000	Bldg Insp In State Travel Exp	\$ 418	\$ 1,070	\$ 1,592	\$ 3,500	\$ 3,500	\$ -	0.0%
12412 573000	Bldg Insp Dues and Membership	\$ 515	\$ 295	\$ 102	\$ 800	\$ 800	\$ -	0.0%
12412 573402	Bldg Electric Contractor Fee		\$	\$ 120	\$ -	\$ -	\$ -	
<b>TOTAL</b>	<b>Building Inspection Expe</b>	\$ 105,966	\$ 100,080	\$ 87,966	\$ 125,470	\$ 125,470	\$ -	0.0%
	14111 Engineering Services Salary							
14111 511000	Engineering Services FT Salary	\$ 78,600	\$ 83,704	\$ 86,115	\$ -	\$ -	\$ -	
14111 511100	Engineering Services PT Salary	\$ 19,841	\$ 16,086	\$ 12,007	\$ 25,500	\$ 25,500	\$ -	0.0%
14111 513000	Engineering Services OT Salary	\$ 346	\$ 4,395	\$ -	\$ 5,000	\$ -	\$ (5,000)	-100.0%
14111 517000	Engineering Svcs Health Ins	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
		\$	\$	\$	\$	\$	\$	%
14111 517800	Engineering Services Medicare	-	-	-	-		-	#DIV/0!
14111 519900	Engineering Svcs Uniform Allow	675	675	675	-		-	#DIV/0!
<b>TOTAL</b>	<b>Engineering Services Sal</b>	<b>99,462</b>	<b>104,860</b>	<b>98,796</b>	<b>30,500</b>	25,500	(5,000)	-16.4%
14112 Engineering Services Expense								
14112 524303	Rock Meadow Maintenance	6,478	6,225	6,806	7,000	7,000	-	0.0%
14112 524500	Engineering Svcs R&M Office Eq	-	-	-	200	200	-	0.0%
14112 532000	Eng Svcs Tuition	-	-	-	600	-	(600)	-100.0%
14112 534100	Telephone	480	480	480	480	480	-	0.0%
14112 534600	Printing and Mailing	42	98	20	400	400	-	0.0%
14112 542900	Engineering & Drafting Sup	243	300	222	300	300	-	0.0%
14112 571000	Eng Svcs In State Travel Exp	-	1,970	1,594	2,000	2,000	-	0.0%
14112 573000	Engineering Svcs Dues and Memb	-	-	-	60	-	(60)	-100.0%
<b>TOTAL</b>	<b>Engineering Services Expense</b>	<b>7,243</b>	<b>9,072</b>	<b>9,121</b>	<b>11,040</b>	10,380	(660)	-6.0%
TOTAL SALARIES		853,698	787,971	734,527	801,338	796,081	(5,257)	-0.7%
TOTAL EXPENSES		145,998	150,081	127,211	200,790	200,130	(660)	-0.3%
		999,696	938,052	861,738	1,002,128	996,211	(5,917)	-0.6%
<b>GRAND TOTAL</b>		<b>999,696</b>	<b>938,052</b>	<b>861,738</b>	<b>1,002,128</b>	<b>996,211</b>	(5,917)	-0.6%
14211 Public Works Admin Salar								
14211 511000	Public Works Admin Salary	270,359	289,285	287,534	296,551	316,184	19,633	6.6%

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
14211 514001	PW Personal Day Paid	\$ 2,428	\$ 1,189	\$ 2,936	\$ 2,258	\$ 2,258	\$ -	0.0%
14211 514400	PW Admin Meal Allowance	\$ 220	\$ 60	\$ 220	\$ 400	\$ 400	\$ -	0.0%
14211 514800	Public Works Admin Longevity	\$ 875	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14211 517000	Public Works Admin Health Ins	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14211 517800	Public Works Admin Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14211 519001	Working Out of Grade	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14211 519700	PW Admin Tuition Reimbursemen	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Public Works Admin Salar</b>	<b>\$ 273,883</b>	<b>\$ 290,534</b>	<b>\$ 290,690</b>	<b>\$ 299,209</b>	<b>\$ 318,842</b>	<b>\$ 19,633</b>	<b>6.6%</b>
14212 519700	PW Admin Tuition Reimbursemen	\$ -	\$ 214	\$ 25	\$ 1,620	\$ 1,620	\$ -	0.0%
14212 530001	Public Wks Adm - Medical Rep	\$ 520	\$ 1,040	\$ 1,545	\$ 520	\$ 790	\$ 270	51.9%
14212 531700	PW Prof Serv Employee Training	\$ 1,509	\$ 1,519	\$ 1,328	\$ 1,595	\$ 1,595	\$ -	0.0%
14212 531900	PW Admin Prof Serv Advertising	\$ 1,182	\$ 1,185	\$ 2,407	\$ 1,185	\$ 1,185	\$ -	0.0%
14212 532000	Tuition	\$ 915	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14212 542100	PW Admin Office Supplies Exp	\$ 3,000	\$ 3,106	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
14212 553100	PW Admin Public Works Supplies	\$ 2,562	\$ 2,672	\$ 1,651	\$ 2,565	\$ 2,565	\$ -	0.0%
14212 571000	PW Admin In State Travel Exp	\$ 1,276	\$ 39	\$ -	\$ 2,900	\$ 2,900	\$ -	0.0%
14212 573000	PW Admin Dues and Memb Exp	\$ 560	\$ 723	\$ 901	\$ 785	\$ 785	\$ -	0.0%
<b>TOTAL</b>	<b>Public Works Admin Expen</b>	<b>\$ 11,523</b>	<b>\$ 10,497</b>	<b>\$ 10,857</b>	<b>\$ 14,170</b>	<b>\$ 14,440</b>	<b>\$ 270</b>	<b>1.9%</b>
14221 Street Maintenance Salary							\$ -	#DIV/0!
14221 511000	Street Maintenance FT Salary	\$ 397,359	\$ 472,895	\$ 427,044	\$ 374,359	\$ 484,957	\$ 110,598	29.5%



## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
<b>TOTAL</b>	<b>Street Maintenance Expen</b>	\$ 167,177	\$ 179,159	\$ 191,813	\$ 199,800	\$ 209,190	\$ 9,390	4.7%
	14231 Snow & Ice Salary						\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
14231 513000	Snow Removal - Overtime	\$ 218,339	\$ 129,468	\$ 180,363	\$ 117,494	\$ 117,494	\$ -	0.0%
14231 514000	Snow On Call OT	\$ 11,940	\$ 11,506	\$ 14,060	\$ 11,955	\$ 11,955	\$ -	0.0%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Snow &amp; Ice Salary</b>	\$ 230,279	\$ 140,974	\$ 194,423	\$ 129,449	\$ 129,449	\$ -	0.0%
	14232 Snow & Ice Expense						\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
14232 524400	Snow R&M Vehicle	\$ 61,501	\$ 81,724	\$ 131,170	\$ 46,310	\$ 46,310	\$ -	0.0%
14232 529100	Snow Snow Removal Contractors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14232 529101	Snow Removal Contractor	\$ 397,845	\$ 138,468	\$ 352,680	\$ 180,100	\$ 180,100	\$ -	0.0%
14232 531600	Snow & Ice - Police Details	\$ 1,132	\$ -	\$ -	\$ 16,470	\$ 16,470	\$ -	0.0%
14232 553100	Snow PW Supp Exp - sand & salt	\$ 227,215	\$ 226,495	\$ 223,216	\$ 392,000	\$ 392,000	\$ -	0.0%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Snow &amp; Ice Expense</b>	\$ 687,692	\$ 446,687	\$ 707,066	\$ 634,880	\$ 634,880	\$ -	0.0%
	14242 Street Lighting Expense						\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
14242 522500	Street Lighting Expense	\$ 331,070	\$ 331,070	\$ 230,982	\$ 337,690	\$ 270,000	\$ (67,690)	-20.0%
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Street Lighting Expense</b>	\$ 331,070	\$ 331,070	\$ 230,982	\$ 337,690	\$ 270,000	\$ (67,690)	-20.0%
	14251 Central Fleet Maint Salary						\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
14251 511000	CF Maintenance FT Salary	\$ 221,289	\$ 221,324	\$ 232,971	\$ 267,387	\$ 273,268	\$ 5,881	2.2%
							\$ -	#DIV/0!

Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
14251 514800	CF Maintenance Longevity	\$ 2,325	\$ 1,575	\$ 1,240	\$ 1,475	\$ 600	\$ (875)	-59.3%
14251 515200	CF Maint Availability Stipend	\$ 3,055	\$ 3,536	\$ 2,769	\$ 3,380	\$ 3,380	\$ -	#DIV/0!
14251 515500	Fleet Maint CDL Stipend	\$ 3,625	\$ 2,745	\$ 3,050	\$ 3,900	\$ 3,900	\$ -	0.0%
14251 517000	CF Maintenance Health Ins	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14251 517800	CF Maintenance Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14251 519001	CFM Working Out of Grade Sal	\$ 755	\$ 760	\$ 799	\$ 1,450	\$ 1,450	\$ -	0.0%
14251 519900	Fleet Maint Uniform Allowance	\$ 2,630	\$ 2,813	\$ 2,765	\$ 3,135	\$ 3,135	\$ -	0.0%
14251 519901	Tool Allowance for Mechanics	\$ 600	\$ 450	\$ 400	\$ 600	\$ 600	\$ -	0.0%
<b>TOTAL</b>	<b>Central Fleet Maint Sala</b>	<b>\$ 234,279</b>	<b>\$ 233,203</b>	<b>\$ 243,994</b>	<b>\$ 281,327</b>	<b>\$ 286,333</b>	<b>\$ 5,006</b>	<b>1.8%</b>
14252 Central Fleet Maint Expense							\$ -	#DIV/0!
14252 524400	CF Repair & Maintenance	\$ 9,658	\$ 16,393	\$ 14,301	\$ 12,465	\$ 12,465	\$ -	0.0%
14252 548000	CF Maintenance Veh Supp Exp	\$ 64,632	\$ 63,296	\$ 61,208	\$ 60,790	\$ 62,615	\$ 1,825	3.0%
14252 548700	CF Maint Supp Oil & Lube	\$ 3,820	\$ 6,144	\$ 9,666	\$ 9,850	\$ 9,850	\$ -	0.0%
14252 548800	CF Maint Supp Tires and Tubes	\$ 13,837	\$ 11,790	\$ 9,942	\$ 11,590	\$ 11,590	\$ -	0.0%
14252 548900	CF Maint Unleaded Fuel	\$ 73,639	\$ 66,010	\$ 57,477	\$ 67,330	\$ 69,350	\$ 2,020	3.0%
14252 553100	CFM Public Works Supplies Exp	\$ 48,890	\$ 47,151	\$ 46,603	\$ 50,100	\$ 53,515	\$ 3,415	6.8%
14252 558200	CFM - Other Supplies-Uniforms	\$ 3,103	\$ 3,742	\$ 5,392	\$ 4,970	\$ 4,970	\$ -	0.0%
<b>TOTAL</b>	<b>Central Fleet Maint Expe</b>	<b>\$ 217,579</b>	<b>\$ 214,526</b>	<b>\$ 204,589</b>	<b>\$ 217,095</b>	<b>\$ 224,355</b>	<b>\$ 7,260</b>	<b>3.3%</b>
14253 Central Fleet Maint Capital							\$ -	#DIV/0!
14253 587200	CFM Capital Outlay Other	\$ 46,141	\$ 47,385	\$ -	\$ 47,385	\$ 47,385	\$ -	0.0%

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
<b>TOTAL</b>	<b>Central Fleet Maint Capi</b>	\$ 46,141	\$ 47,385	\$ -	\$ 47,385	\$ 47,385	\$ -	#DIV/0!
	14261 Forestry Salary						\$ -	#DIV/0!
14261 511000	Forestry Full Time Salary	\$ 41,934	\$ 44,277	\$ 33,429	\$ 47,934	\$ -	\$ (47,934)	-100.0%
14261 515500	Forestry CDL Stipend	\$ 1,300	\$ 1,310	\$ 965	\$ 1,300	\$ -	\$ (1,300)	-100.0%
14261 517000	Forestry Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14261 517800	Forestry Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14261 519900	Forestry Uniform Allowance	\$ 647	\$ 820	\$ 820	\$ 820	\$ -	\$ (820)	-100.0%
<b>TOTAL</b>	<b>Forestry Salary</b>	\$ 43,881	\$ 46,407	\$ 35,214	\$ 50,054	\$ -	\$ (50,054)	-100.0%
	14262 Forestry Expense						\$ -	#DIV/0!
14262 530000	Forestry Prof and Tech Svcs	\$ 14,070	\$ 14,070	\$ 14,070	\$ -	\$ 25,000	\$ 25,000	#DIV/0!
14262 530002	Forestry Contractors Labor	\$ 283,986	\$ 237,604	\$ 268,600	\$ 309,050	\$ 352,190	\$ 43,140	14.0%
14262 530003	Forestry Tree Warden	\$ 27,565	\$ 28,392	\$ 29,245	\$ 20,000	\$ 20,000	\$ -	0.0%
14262 531600	Forestry Prof Serv Police Det	\$ 3,733	\$ 3,584	\$ 3,932	\$ 6,655	\$ 6,655	\$ -	0.0%
14262 571000	Forestry In State Travel Exp	\$ 170	\$ 195	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14262 573000	Forestry Dues and Memb Exp	\$ 100	\$ 165	\$ 15	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Forestry Expense</b>	\$ 329,624	\$ 284,011	\$ 315,862	\$ 335,705	\$ 403,845	\$ 68,140	20.3%
	14331 Collection & Disposal Salary						\$ -	#DIV/0!
14331 511000	Collect & Disposal FT Salary	\$ 28,006	\$ 43,515	\$ 5,462	\$ 43,510	\$ -	\$ (43,510)	-100.0%





## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
14912 529700	Cemetery Soil Removal & Disp	\$ 2,945	\$ 10,000	\$ 8,958	\$ 20,000	\$ 20,000	\$ -	#DIV/0!
14912 530000	Cemetery Prof and Tech	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
14912 532000	Tuition	\$ 305	\$ 105	\$ -	\$ -	\$ -	\$ -	#DIV/0!
14912 534200	Cemetery Communicat Serv	\$ 3,734	\$ 2,210	\$ 2,464	\$ 6,575	\$ 6,795	\$ 220	3.3%
14912 542100	Cemetery Office Supplies Exp	\$ 1,167	\$ 1,155	\$ 1,187	\$ 1,190	\$ 1,190	\$ -	#DIV/0!
14912 543000	Cemetery Bldg Maint Supplies	\$ 111	\$ -	\$ 906	\$ 1,060	\$ 1,060	\$ -	0.0%
14912 546000	Cem Groundskeeping Supp-GM	\$ 29,266	\$ 20,212	\$ 27,705	\$ 21,665	\$ 23,615	\$ 1,950	9.0%
14912 546001	Cem Groundskeeping Supp-HM	\$ 10,735	\$ 12,141	\$ 12,433	\$ 15,060	\$ 15,360	\$ 300	2.0%
14912 548000	Cemetery Vehicle Supplies Exp	\$ 10,936	\$ 9,882	\$ 10,432	\$ 8,785	\$ 8,785	\$ -	#DIV/0!
14912 548900	Cemetery Unleaded Fuel	\$ 3,819	\$ 3,461	\$ 2,889	\$ 3,540	\$ 3,540	\$ -	0.0%
14912 548901	Cemetery Diesel Fuel	\$ 2,959	\$ 2,589	\$ 2,845	\$ 2,550	\$ 2,320	\$ (230)	-9.0%
14912 558200	Cemetery Uniform Supp Exp	\$ 140	\$ -	\$ 872	\$ 210	\$ 210	\$ -	#DIV/0!
14912 573000	Cemetery Dues and Memb Exp	\$ -	\$ -	\$ -	\$ 90	\$ 90	\$ -	0.0%
14912 573100	Cemetery Licenses & Certif	\$ 544	\$ 794	\$ 437	\$ 385	\$ 385	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Cemetery Expense</b>	<b>\$ 71,273</b>	<b>\$ 63,380</b>	<b>\$ 79,640</b>	<b>\$ 86,555</b>	<b>\$ 92,985</b>	<b>\$ 6,430</b>	<b>7.4%</b>
14913 Cemetery-Capital							\$ -	#DIV/0!
14913 587000	Cemetery Replace Equipment	\$ 21,854	\$ 6,379	\$ 11,826	\$ 18,205	\$ 18,205	\$ -	0.0%
<b>TOTAL</b>	<b>Cemetery-Capital</b>	<b>\$ 21,854</b>	<b>\$ 6,379</b>	<b>\$ 11,826</b>	<b>\$ 18,205</b>	<b>\$ 18,205</b>	<b>\$ -</b>	<b>0.0%</b>
16501 Parks Salary							\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
16501 511000	Parks Full Time Salary	\$ 256,316	\$ 274,898	\$ 257,947	\$ 283,281	\$ 280,301	\$ (2,980)	-1.1%
16501 511100	Parks Part Time Salary	\$ 25,920	\$ 18,048	\$ 28,701	\$ 30,680	\$ 30,680	\$ -	#DIV/0!
16501 513000	Parks Overtime Salary	\$ 8,266	\$ 2,612	\$ -	\$ 9,842	\$ 21,842	\$ 12,000	121.9%
16501 513002	Parks Scheduled OT	\$ 44,788	\$ 40,919	\$ -	\$ 53,794	\$ 53,794	\$ -	#DIV/0!
16501 514001	Parks -Personal Day Paid	\$ 912	\$ 949	\$ 969	\$ 2,045	\$ 2,045	\$ -	#DIV/0!
16501 514800	Parks & Fac Longevity	\$ 1,050	\$ 1,900	\$ 1,900	\$ 1,950	\$ 1,300	\$ (650)	-33.3%
16501 515500	Parks CDL Stipend	\$ 4,475	\$ 5,240	\$ 4,730	\$ 5,200	\$ 5,200	\$ -	0.0%
16501 517000	Parks Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16501 517800	Parks Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16501 519001	Park & Fac Working out Grade	\$ 1,868	\$ 2,437	\$ 1,846	\$ 3,000	\$ 3,000	\$ -	0.0%
16501 519700	Tuition Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16501 519900	Parks Uniform Allowance	\$ 2,460	\$ 3,280	\$ 3,622	\$ 3,280	\$ 3,280	\$ -	0.0%
<b>TOTAL</b>	<b>Parks Salary</b>	<b>\$ 346,054</b>	<b>\$ 350,283</b>	<b>\$ 299,714</b>	<b>\$ 393,072</b>	<b>\$ 401,442</b>	<b>\$ 8,370</b>	<b>2.1%</b>
16502 Parks Expense							\$ -	#DIV/0!
16502 519700	Tuition Reimbursement	\$ 593	\$ 750	\$ 892	\$ 750	\$ 860	\$ 110	14.7%
16502 522900	Parks Electricity Expense	\$ 12,327	\$ 15,545	\$ 9,593	\$ 15,545	\$ 15,545	\$ -	0.0%
16502 523100	Parks Water Expense	\$ 1,738	\$ 6,740	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16502 524300	Parks R&M Bldgs and Grounds	\$ 7,807	\$ 1,360	\$ 5,703	\$ 1,360	\$ 1,360	\$ -	0.0%
16502 524301	Repair& Maint Contractual Sers	\$ 29,102	\$ 37,925	\$ 55,815	\$ 37,925	\$ 45,905	\$ 7,980	21.0%
16502 524302	Repair & Maint Synthetic	\$ 978	\$ 8,180	\$ 8,180	\$ 8,180	\$ 8,180	\$ -	0.0%
16502 524400	Parks R&M Vehicles	\$ 21,585	\$ 25,315	\$ 31,745	\$ 25,315	\$ 26,585	\$ 1,270	5.0%
16502 530000	Harris Park - Service Contract	\$ 400	\$ 6,500	\$ 3,348	\$ 6,500	\$ 6,500	\$ -	0.0%

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
16502 530000	Tuition	\$ 488	\$ 105	\$ -	\$ -		\$ -	#DIV/0!
16502 534100	Parks Telephone Expense	\$ 3,124	\$ 4,605	\$ 3,410	\$ 4,605	\$ 4,605	\$ -	0.0%
16502 542100	Parks Office Supplies Expense	\$ 3,470	\$ 390	\$ 1,973	\$ 390	\$ 390	\$ -	0.0%
16502 543100	Chain Link Fencing	\$ 1,750	\$ 10,335	\$ 18,051	\$ 10,335	\$ 11,639	\$ 1,304	12.6%
16502 545003	Parks Skating Rink Supplies	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
16502 546000	Parks & Fac-Groundskeeping Sup	\$ 62,892	\$ 26,960	\$ 29,246	\$ 26,960	\$ 27,530	\$ 570	2.1%
16502 548900	Parks Unleaded Fuel	\$ 9,035	\$ 9,035	\$ 7,226	\$ 9,035	\$ 9,035	\$ -	0.0%
16502 548901	Parks Fuel - Diesel	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
<b>TOTAL</b>	<b>Parks Expense</b>	<b>\$ 155,290</b>	<b>\$ 153,745</b>	<b>\$ 175,183</b>	<b>\$ 146,900</b>	<b>\$ 158,134</b>	<b>\$ 11,234</b>	<b>7.6%</b>
16503 Parks & Fac Capital Exp							\$ -	#DIV/0!
16503 585000	Parks & Fac-Add'l Equip	\$ 2,531	\$ 26,049	\$ -	\$ 14,290	\$ 14,290	\$ -	0.0%
<b>TOTAL</b>	<b>Parks &amp; Fac Capital Exp</b>	<b>\$ 2,531</b>	<b>\$ 26,049</b>	<b>\$ -</b>	<b>\$ 14,290</b>	<b>\$ 14,290</b>	<b>\$ -</b>	<b>0.0%</b>
16511 Deltas Salary							\$ -	#DIV/0!
16511 511000	Deltas Full Time Salary	\$ 30,298	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16511 514800	Deltas Longevity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16511 515500	Deltas CDL Stipend	\$ 875	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16511 517000	Deltas Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16511 517800	Deltas Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16511 519900	Delta Uniform Allowance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
		\$	\$	\$	\$	\$	\$	%
<b>TOTAL</b>	<b>Deltas Salary</b>	\$ 31,173	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	16512 Deltas Expense						\$ -	#DIV/0!
16512 553100	Deltas Public Works Supplies	\$ 4,119	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Deltas Expense</b>	\$ 4,119	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL SALARIES		\$ 2,081,185	\$ 2,060,871	\$ 1,962,269	\$ 2,046,902	\$ 2,156,120	\$ 109,218	5.3%
TOTAL EXPENSES		\$ 4,672,378	\$ 4,548,102	\$ 5,032,399	\$ 5,234,330	\$ 5,315,744	\$ 81,414	1.6%
TOTAL OUTLAY		\$ 70,526	\$ 79,812	\$ 11,826	\$ 79,880	\$ 79,880	\$ -	0.0%
		\$ 6,824,089	\$ 6,688,785	\$ 7,006,494	\$ 7,361,112	\$ 7,551,744	\$ 190,632	2.6%
<b>GRAND TOTAL</b>		\$ 6,824,089	\$ 6,688,785	\$ 7,006,494	\$ 7,361,112	\$ 7,551,744	\$ 190,632	2.6%
	16311 Recreation Admin Salary						\$ -	#DIV/0!
16311 511000	Recreation Admin FT Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16311 514800	Recreation Admin Longevity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16311 517000	Recreation Admin Health Ins	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16311 517800	Parks Admin - Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Recreation Admin Salary</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	16312 Recreation Admin Expense						\$ -	#DIV/0!
16312 542100	Rec Admin Office Supp Exp	\$ 2,200	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16312 558900	Recreation Admin Other Expense	\$ 9,330	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Recreation Admin Expense</b>	\$ 11,530	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
16321 Recreation Programs Salary								
16321 511000	Recreation Programs FT Salary	\$ 197,598	\$ 221,280	\$ -			\$ -	#DIV/0!
16321 511100	Recreation Part Time Salary	\$ 28,860	\$ 12,774	\$ -			\$ -	#DIV/0!
16321 511101	Rec Prog Sport PT Salary	\$ 17,445	\$ 10,037	\$ -			\$ -	#DIV/0!
16321 511102	Rec Prog Spring PT Salary	\$ 70,608	\$ 41,729	\$ -			\$ -	#DIV/0!
16321 511103	Rec Prog Summer PT Salary	\$ 171,807	\$ 172,483	\$ -			\$ -	#DIV/0!
16321 511104	Rec Prog Fall/Winter PT Salary	\$ -	\$ -	\$ -			\$ -	#DIV/0!
16321 511105	Rec Prog Skating Rink PT Sal	\$ 50,520	\$ 33,971	\$ -			\$ -	#DIV/0!
16321 511106	Rec Prog Camp PT Salary	\$ 102,275	\$ 93,439	\$ -			\$ -	#DIV/0!
16321 513000	Rec Overtime	\$ -	\$ -	\$ -			\$ -	#DIV/0!
16311 51410	Eyeglass Reimbursement	\$ -	\$ 175	\$ -			\$ -	#DIV/0!
16311 51480	Recreation Admin Longevity	\$ -	\$ -	\$ -			\$ -	#DIV/0!
16321 517000	Recreation Prog Health Ins	\$ -	\$ -	\$ -			\$ -	#DIV/0!
16321 517800	Recreation Programs Medicare	\$ -	\$ -	\$ -			\$ -	#DIV/0!
16321 519001	Working Out of Grade	\$ -	\$ -	\$ -			\$ -	#DIV/0!
<b>TOTAL</b>	<b>Recreation Programs Sala</b>	<b>\$ 639,114</b>	<b>\$ 585,886</b>	<b>\$ -</b>			\$ -	#DIV/0!
16322 Recreation Programs Expense								
16322 522700	Oil Used for Heat	\$ -	\$ 5,627	\$ -			\$ -	#DIV/0!
16322 522900	Electricity	\$ 61,876	\$ 68,733	\$ -			\$ -	#DIV/0!
16322 523100	Recreation Water	\$ -	\$ 15,521	\$ -			\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
16322 529300	Recreation Prog Custodial Svc	\$ 34,291	\$ 10,720	\$ -			\$ -	#DIV/0!
16322 530000	Professional and Tech Services	\$ 2,005	\$ 2,057	\$ -			\$ -	#DIV/0!
16322 533000	Recreation Prog-Transportation	\$ 23,301	\$ 27,610	\$ -			\$ -	#DIV/0!
16322 534100	Recreation Prog Telephone Exp	\$ 1,278	\$ 1,362	\$ -			\$ -	#DIV/0!
16322 534700	Printing	\$ 5,000	\$ 8,105	\$ -			\$ -	#DIV/0!
16322 542100	Office Supplies	\$ 2,200	\$ 4,962	\$ -			\$ -	#DIV/0!
16322 545001	Recreation Program Expenses	\$ 22,096	\$ 28,578	\$ -			\$ -	#DIV/0!
16322 545002	Pool Expenses	\$ 67,619	\$ 32,798	\$ -			\$ -	#DIV/0!
16322 545003	Skating Rink Supplies	\$ 66,386	\$ 28,730	\$ -			\$ -	#DIV/0!
16322 558900	Other Expense	\$ -	\$ -	\$ -			\$ -	#DIV/0!
16322-000000	Facility Rentals	\$ 22,096	\$ 19,000	\$ -			\$ -	#DIV/0!
16322 530300	Recreation Software	\$ 9,386	\$ 9,000	\$ -			\$ -	#DIV/0!
<b>TOTAL</b>	<b>Recreation Programs Expe</b>	<b>\$ 317,533</b>	<b>\$ 262,801</b>	<b>\$ -</b>			\$ -	#DIV/0!
RC	Recreation Department						\$ -	#DIV/0!
16311	Recreation Admin Salary						\$ -	#DIV/0!
16311 511000	Recreation Admin FT Salary			\$ 213,165	\$ 219,028	\$ 290,531	\$ 71,503	32.6%
16311 511100	Part Time Salaries			\$ 17,787	\$ 22,945	\$ 23,404	\$ 459	2.0%
16311 511101	SPORT Salaries			\$ 2,998	\$ 17,500	\$ 17,500	\$ -	0.0%
16311 511103	Pool Salaries			\$ 13,680	\$ 210,000	\$ 220,000	\$ 10,000	4.8%
16311 511104	Part Time Salaries Fall/Winter			\$ 6,074	\$ 50,000	\$ 50,000	\$ -	0.0%
16311 511105	Rink Salaries			\$ 50,104	\$ 54,000	\$ 56,000	\$ 2,000	3.7%
16311 511106	Summer Program Salaries			\$ 51,784	\$ 115,000	\$ 120,750	\$ 5,750	5.0%
16311 513000	Overtime			\$ 25,331	\$ -	\$ -	\$ -	#DIV/0!
16311 514105	Eyeglass Reimbursement			\$ -	\$ -	\$ -	\$ -	#DIV/0!
	TOTAL Recretation Admin Salar			\$ 380,922	\$ 688,473	\$ 778,185	\$ 89,712	13.0%
16322	Recreation Programs Expense						\$ -	#DIV/0!
16322 530000	Professional and Tech Services			\$ 3,163	\$ 3,000	\$ 2,900	\$ (100)	-3.3%
16322 530300	Software Licenses			\$ 7,895	\$ 8,500	\$ 10,290	\$ 1,790	21.1%

## Expenses

	FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
						\$	%
16322 534100 Recreation Prog Telephone Exp			\$ 1,275	\$ 2,124	\$ 2,124	\$ -	0.0%
16322 534700 Recreation Prog Printing Exp			\$ 192	\$ 8,250	\$ 8,250	\$ -	0.0%
16322 542100 Recreation Office Supplies			\$ 1,410	\$ 2,000	\$ 4,000	\$ 2,000	100.0%
TOTAL Recreation Programs Ex			\$ 13,935	\$ 23,874	\$ 27,564	\$ 3,690	15.5%
16380012 Summer Expenses						\$ -	#DIV/0!
16380012 527400 Rental			\$ -	\$ 2,500	\$ 2,500	\$ -	0.0%
16380012 529300 Summer Custodial Service			\$ -	\$ 7,500	\$ 7,500	\$ -	0.0%
16380012 533000 Transportation Reg Bus			\$ -	\$ -	\$ -	\$ -	#DIV/0!
16380012 545001 Program Supplies			\$ 5,560	\$ 10,000	\$ 10,000	\$ -	0.0%
TOTAL Summer Expenses			\$ 5,560	\$ 20,000	\$ 20,000	\$ -	0.0%
16380022 School Year Expenses						\$ -	#DIV/0!
16380022 527400 Equipment Rental			\$ 4,717	\$ 31,500	\$ 8,500	\$ (23,000)	-73.0%
16380022 529300 School Year Custodial Service			\$ 462	\$ 10,000	\$ 33,000	\$ 23,000	230.0%
16380022 529300 Transportation Reg Bus			\$ 2,195	\$ -	\$ -	\$ -	#DIV/0!
16380022 545001 Program Supplies			\$ 4,551	\$ 11,500	\$ 13,500	\$ 2,000	17.4%
TOTAL School Year Expenses			\$ 11,925	\$ 53,000	\$ 55,000	\$ 2,000	3.8%
16384042 SPORT Expenses						\$ -	#DIV/0!
16384042 527400 Equipment Rental			\$ -	\$ 7,500	\$ 7,500	\$ -	0.0%
16384042 529300 SPORT Custodial Service			\$ -	\$ 5,000	\$ 5,000	\$ -	0.0%
16384042 533000 Transportation Reg Bus			\$ -	\$ 1,500	\$ 1,500	\$ -	0.0%
16384042 545001 Program Supplies			\$ -	\$ 2,000	\$ 2,000	\$ -	0.0%
TOTAL SPORT Expenses			\$ -	\$ 16,000	\$ 16,000	\$ -	0.0%
16384582 Pool Expenses						\$ -	#DIV/0!
16384582 522900 Electricity			\$ 2,958	\$ 14,000	\$ 14,000	\$ -	0.0%
16384582 523100 Water			\$ -	\$ 14,000	\$ -	\$ (14,000)	-100.0%
16384582 545001 Program Supplies			\$ 11,881	\$ 12,750	\$ 12,750	\$ -	0.0%
16384582 545002 Pool Supplies			\$ 34,139	\$ 65,000	\$ 65,000	\$ -	0.0%
TOTAL Pool Expenses			\$ 48,978	\$ 105,750	\$ 91,750	\$ (14,000)	-13.2%
16384592 Rink Expenses						\$ -	#DIV/0!
16384592 522700 Oil Used for Heat			\$ 3,125	\$ 7,000	\$ 7,000	\$ -	0.0%
16384592 522900 Electricity			\$ 48,479	\$ 55,000	\$ 57,000	\$ 2,000	3.6%
16384592 523100 Water			\$ -	\$ 6,000	\$ -	\$ (6,000)	-100.0%
16384592 545001 Program Supplies			\$ 1,029	\$ 550	\$ 550	\$ -	0.0%
16384592 545003 Skating Rink Supplies			\$ 36,943	\$ 55,000	\$ 55,000	\$ -	0.0%

## Expenses

	FY2019		FY2020		FY2021		FY2022		FY2023		Variance	
	ACTUALS	ACTUALS	ACTUALS	ACTUALS	Projected	ACTUALS	Projected	TA Rec	TA Rec	\$	%	
TOTAL Rink Expenses			\$ 89,575		\$ 123,550			\$ 119,550		\$ (4,000)	-3.2%	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
TOTAL SALARIES	\$ 639,114	\$ 585,886	\$ 380,922	\$ 688,473	\$ 778,185					\$ 89,712	13.0%	
TOTAL EXPENSES	\$ 329,063	\$ 262,801	\$ 169,974	\$ 342,174	\$ 329,864					\$ (12,310)	-3.6%	
	\$ 968,177	\$ 848,688	\$ 550,896	\$ 1,030,647	\$ 1,108,049					\$ 77,402	7.5%	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
<b>GRAND TOTAL RECREATION</b>	<b>\$ 968,177</b>	<b>\$ 848,688</b>	<b>\$ 550,896</b>	<b>\$ 1,030,647</b>	<b>\$ 1,108,049</b>					\$ 77,402	7.5%	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
11941 Facilities Dept System S										\$ -	#DIV/0!	
11941 511000 Full Time Salaries	\$ 489,676	\$ 544,200	\$ 502,580	\$ 643,630	\$ 720,430					\$ 76,800	11.9%	
										\$ -	#DIV/0!	
11941 511100 Part Time Salaries	\$ 14,079	\$ -	\$ -	\$ -	\$ -					\$ -	#DIV/0!	
										\$ -	#DIV/0!	
11941 513000 Overtime	\$ 11,392	\$ 3,461	\$ 16,534	\$ -	\$ 12,000					\$ 12,000	#DIV/0!	
										\$ -	#DIV/0!	
11941 514105 Eyeglass Reimbursement	\$ -	\$ 155	\$ -	\$ -	\$ -					\$ -	#DIV/0!	
										\$ -	#DIV/0!	
11941 514800 Longevity	\$ 1,875	\$ 2,175	\$ 1,350	\$ 1,350	\$ 2,300					\$ 950	70.4%	
										\$ -	#DIV/0!	
11941 515200 Availability Stipend	\$ 775	\$ 786	\$ 957	\$ 1,040	\$ 1,300					\$ 260	25.0%	
										\$ -	#DIV/0!	
11941 515000 CDL Stipend	\$ -	\$ 1,185	\$ 1,305	\$ 1,300	\$ -					\$ (1,300)	-100.0%	
										\$ -	#DIV/0!	
11941 517000 Health Insurance	\$ -	\$ -	\$ -	\$ -	\$ -					\$ -	#DIV/0!	
										\$ -	#DIV/0!	
11941 517800 Medicare	\$ -	\$ -	\$ -	\$ -	\$ -					\$ -	#DIV/0!	
										\$ -	#DIV/0!	
11941 519001 Working Out of Grade	\$ 308	\$ 1,200	\$ 519	\$ 1,325	\$ 1,325					\$ -	0.0%	
										\$ -	#DIV/0!	
11941 519700 Tuition Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -					\$ -	#DIV/0!	
										\$ -	#DIV/0!	
11941 519900 Uniform Allowance	\$ 2,460	\$ 3,280	\$ 3,280	\$ 3,280	\$ 4,100					\$ 820	25.0%	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
TOTAL Facilities Dept System S	\$ 520,566	\$ 556,442	\$ 526,525	\$ 651,925	\$ 741,455					\$ 89,530	13.7%	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
Major Building Repair Systemwi										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	
										\$ -	#DIV/0!	

## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance		
							\$	%	
11943 582600	Major Building Repairs	\$ -	\$ -				\$ -	#DIV/0!	
11943 585000	Additional Equipment	\$ 38,918	\$ 13,540	\$ -	\$ 92,000	\$ 92,000	\$ -	0.0%	
<b>TOTAL</b>	<b>Major Building Repair Sy</b>	<b>\$ 38,918</b>	<b>\$ 13,540</b>	<b>\$ -</b>	<b>\$ 92,000</b>	<b>\$ 92,000</b>	<b>\$ -</b>	<b>0.0%</b>	
11923 Building Services Capital Exp									
11923 582600	BS Major Building Repairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
11923 582601	Major Building Repair School	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
<b>TOTAL</b>	<b>Building Services Capita</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>	
11946 Facilities - Town Expenses									
11946 521100	Utilities ESCo Lease Payment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
11946 522700	Oil Used for Heat	\$ 59,343	\$ 29,594	\$ 26,561	\$ 56,100	\$ 40,000	\$ (16,100)	-28.7%	
11946 522800	Natural Gas	\$ 75,470	\$ 72,843	\$ 93,095	\$ 51,316	\$ 90,000	\$ 38,684	75.4%	
11946 522900	Electricity	\$ 270,558	\$ 282,475	\$ 291,224	\$ 334,152	\$ 402,276	\$ 68,124	20.4%	
11946 523100	Water	\$ 30,221	\$ 25,095	\$ -	\$ 28,970	\$ -	\$ (28,970)	-100.0%	
11946 523101	Water Fire Protection Services	\$ 6,509	\$ 6,509	\$ 3,353	\$ 6,630	\$ 6,500	\$ (130)	-2.0%	
11946 523300	Diesel Fuel - generators	\$ 10,612	\$ 13,582	\$ 14,794	\$ 6,732	\$ 6,900	\$ 168	2.5%	
11946 523400	Energy Conservations measures	\$ -	\$ -	\$ 8,611	\$ 30,600	\$ 24,370	\$ (6,230)	-20.4%	
11946 524300	Repair & Maint Bldg/Grounds	\$ 71,368	\$ 143,157	\$ 145,718	\$ 56,100	\$ 60,048	\$ 3,948	7.0%	
11946 524301	Repair Contractual Services	\$ 214,548	\$ 71,541	\$ 89,330	\$ 141,678	\$ 185,000	\$ 43,322	30.6%	
11946 524306	R&M HVAC Contract Services	\$ 95,974	\$ 97,831	\$ 103,259	\$ 109,332	\$ 121,980	\$ 12,648	11.6%	
11946 524307	Pavement Maintenance	\$ -	\$ 5,000	\$ -	\$ 5,100	\$ 5,100	\$ -	0.0%	

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
11946 524400	Fleet Repair & Maint	\$ 4,856	\$ 3,698	\$ 14,285	\$ 5,100	\$ 5,200	\$ -	#DIV/0!
							\$ 100	2.0%
11946 527200	Rental of Office Equipment	\$ 15,131	\$ 12,600	\$ 3,707	\$ 15,300	\$ 10,000	\$ (5,300)	-34.6%
							\$ -	#DIV/0!
11946 527400	Equipment Rental	\$ 9,450	\$ -	\$ 99	\$ 3,366	\$ 3,500	\$ 134	4.0%
							\$ -	#DIV/0!
11946-529300	Custodial Services (Contracted)	\$ -	\$ 111,553	\$ 129,113	\$ 143,860	\$ 163,914	\$ 20,054	13.9%
							\$ -	#DIV/0!
11946 530000	Professional and Tech Services	\$ 23,168	\$ 1,802	\$ 2,473	\$ 8,160	\$ 8,200	\$ 40	0.5%
							\$ -	#DIV/0!
11946 532000	Tuition	\$ 2,285	\$ 768	\$ -	\$ 2,040	\$ 2,500	\$ 460	22.5%
							\$ -	#DIV/0!
11946 534100	Telephone	\$ 29,512	\$ -	\$ -	\$ -		\$ -	#DIV/0!
							\$ -	#DIV/0!
11946 534500	Postage	\$ 39,657	\$ 19,942	\$ 37,816	\$ 40,800		\$ (40,800)	-100.0%
							\$ -	#DIV/0!
11946 542100	Office Supplies	\$ 1,818	\$ 3,925	\$ 8,792	\$ 2,040	\$ 42,432	\$ 40,392	1980.0%
							\$ -	#DIV/0!
11946 543000	Building Maintenance Supplies	\$ 8,599	\$ 13,109	\$ 2,069	\$ 10,200	\$ 5,000	\$ (5,200)	-51.0%
							\$ -	#DIV/0!
11946 545000	Custodial Supplies	\$ 14,634	\$ 16,520	\$ 6,851	\$ 25,500	\$ 16,000	\$ (9,500)	-37.3%
							\$ -	#DIV/0!
11946 558404	Furniture & Fixture Expense	\$ -	\$ 56	\$ -	\$ 2,550	\$ 26,878	\$ 24,328	954.0%
							\$ -	#DIV/0!
11946 585000	Machinery & Equipment	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Facilities - Town Expens</b>	<b>\$ 983,712</b>	<b>\$ 931,598</b>	<b>\$ 981,153</b>	<b>\$ 1,085,626</b>	<b>\$ 1,228,298</b>	<b>\$ 142,672</b>	<b>13.1%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
11947 521100	Utilities EScO Lease Payment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
11947 522700	Oil Used for Heat	\$ 16,030	\$ 10,159	\$ 7,210	\$ 7,650	\$ 500	\$ (7,150)	-93.5%
							\$ -	#DIV/0!
11947 522800	Natural Gas	\$ 485,664	\$ 423,354	\$ 519,961	\$ 433,500	\$ 345,621	\$ (87,879)	-20.3%
							\$ -	#DIV/0!
11947 522900	Electricity	\$ 700,524	\$ 643,016	\$ 747,066	\$ 797,209	\$ 1,200,000	\$ 402,791	50.5%
							\$ -	#DIV/0!
11947 523100	Water	\$ 67,334	\$ 62,963	\$ 28,452	\$ 63,275	\$ -	\$ (63,275)	-100.0%
							\$ -	#DIV/0!
11947 523101	Water Fire Protection Services	\$ 3,770	\$ 4,084	\$ 3,886	\$ 10,200	\$ 10,710	\$ 510	5.0%

## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 <u>Projected</u>	FY2023 <u>TA Rec</u>	Variance	
							\$	%
11947 523400	Energy Conservations measures	\$ -	\$ -	\$ 101,408	\$ 187,170	\$ 188,000	\$ -	#DIV/0!
							\$ 830	0.4%
11947 524300	Repair & Maint Bldg/Grounds	\$ 137,441	\$ 304,869	\$ 402,380	\$ 306,000	\$ 315,000	\$ -	#DIV/0!
							\$ 9,000	2.9%
11947 524301	Repair Contractual Services	\$ 192,608	\$ 162,775	\$ 160,590	\$ 225,640	\$ 340,522	\$ -	#DIV/0!
							\$ 114,882	50.9%
11947 524306	R&M HVAC Contract Services	\$ 305,815	\$ 193,936	\$ 118,662	\$ 277,891	\$ 300,707	\$ -	#DIV/0!
							\$ 22,816	8.2%
11947 524307	Pavement Maintenance	\$ 8,250	\$ 4,000	\$ -	\$ 5,100	\$ 5,000	\$ -	#DIV/0!
							\$ (100)	-2.0%
11947 524400	Fleet Repair & Maint	\$ 8,558	\$ 5,029	\$ 1,680	\$ 6,630	\$ 6,500	\$ -	#DIV/0!
							\$ (130)	-2.0%
11947 527400	Equipment Rental	\$ 4,325	\$ 1,744	\$ 14,890	\$ 20,400	\$ 20,000	\$ -	#DIV/0!
							\$ (400)	-2.0%
11947 529300	Custodial Service	\$ 534,516	\$ 369,894	\$ 401,121	\$ 556,563	\$ 634,148	\$ -	#DIV/0!
							\$ 77,585	13.9%
11947 530000	Professional and Tech Services	\$ 31,836	\$ 2,696	\$ 19,310	\$ 27,540	\$ 23,000	\$ -	#DIV/0!
							\$ (4,540)	-16.5%
11947 532000	Tuition	\$ 2,285	\$ 1,358	\$ -	\$ 2,040	\$ 2,500	\$ -	#DIV/0!
							\$ 460	22.5%
11947 534100	Telephone	\$ 42,458	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
11947 542100	Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
11947 543000	Building Maintenance Supplies	\$ 31,733	\$ 50,682	\$ 35,546	\$ 76,500	\$ 80,000	\$ -	#DIV/0!
							\$ 3,500	4.6%
11947 545000	Custodial Supplies	\$ 158,119	\$ 114,776	\$ 80,982	\$ 132,600	\$ 135,000	\$ -	#DIV/0!
							\$ 2,400	1.8%
11947 558200	Other Supplies-Uniforms	\$ 9,881	\$ 10,975	\$ 12,743	\$ 11,220	\$ 15,500	\$ -	#DIV/0!
							\$ 4,280	38.1%
11947 558404	Furniture Expense	\$ -	\$ 5,056	\$ -	\$ 5,100	\$ 5,000	\$ -	#DIV/0!
							\$ (100)	-2.0%
11947 585000	Machinery &l Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
							\$ -	#DIV/0!
<b>TOTAL</b>	<b>Facilities - School Operating</b>	<b>\$ 2,741,147</b>	<b>\$ 2,371,366</b>	<b>\$ 2,655,886</b>	<b>\$ 3,152,228</b>	<b>\$ 3,627,708</b>	<b>\$ 475,480</b>	<b>15.1%</b>
							\$ -	#DIV/0!
							\$ -	#DIV/0!
TOTAL SALARIES		\$ 520,566	\$ 556,442	\$ 526,525	\$ 651,925	\$ 741,455	\$ 89,530	13.7%
TOTAL EXPENSES		\$ 3,724,858	\$ 3,302,964	\$ 3,637,039	\$ 4,237,854	\$ 4,856,006	\$ 618,152	14.6%
TOTAL OUTLAY		\$ 38,918	\$ 13,540	\$ -	\$ 92,000	\$ 92,000	\$ -	0.0%
		\$ 4,284,342	\$ 3,872,946	\$ 4,163,563	\$ 4,981,779	\$ 5,689,461	\$ 707,682	14.2%
							\$ -	#DIV/0!
<b>GRAND TOTAL</b>		<b>\$ 4,284,342</b>	<b>\$ 3,872,946</b>	<b>\$ 4,163,563</b>	<b>\$ 4,981,779</b>	<b>\$ 5,689,461</b>	<b>\$ 707,682</b>	<b>14.2%</b>

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
12921 Animal Care & Control Of							\$	- #DIV/0!
							\$	- #DIV/0!
							\$	- #DIV/0!
							\$	- #DIV/0!
							\$	- #DIV/0!
12921 511000	Animal Control FT Salary	\$ 32,561	\$ 58,965	\$ 61,436	\$ 62,664	\$ 63,897	\$ 1,233	2.0%
							\$	- #DIV/0!
12921 513000	Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$	- #DIV/0!
12921 514000	Animal Control On Call Pay	\$ 692	\$ 243	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$	- #DIV/0!
12921 517800	Animal Control Medicare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$	- #DIV/0!
12921 519900	Animal Control Uniform Allow	\$ 512	\$ 26	\$ 456	\$ 650	\$ 650	\$ -	0.0%
							\$	- #DIV/0!
							\$	- #DIV/0!
<b>TOTAL</b>	<b>Animal Care &amp; Control Of</b>	<b>\$ 33,766</b>	<b>\$ 59,234</b>	<b>\$ 61,892</b>	<b>\$ 63,314</b>	<b>\$ 64,547</b>	<b>\$ 1,233</b>	<b>1.9%</b>
							\$	- #DIV/0!
							\$	- #DIV/0!
12922 Animal Care & Control Officer							\$	- #DIV/0!
							\$	- #DIV/0!
12922 524400	Animal Control R&M Vehicles	\$ 423	\$ 926	\$ 932	\$ 1,500	\$ 1,500	\$ -	0.0%
							\$	- #DIV/0!
12922 530000	Animal Ctrl Prof and Tech Svcs	\$ 1,873	\$ 1,213	\$ 1,390	\$ 2,930	\$ 2,930	\$ -	0.0%
							\$	- #DIV/0!
12922 530500	Animal Control Prof Serv Vet	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	#DIV/0!
							\$	- #DIV/0!
12922 533200	AC Mosquito Control Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
							\$	- #DIV/0!
12922 548000	Animal Cont-Vehicle Supplies	\$ 1,597	\$ 1,289	\$ 545	\$ 750	\$ -	\$ (750)	-100.0%
							\$	- #DIV/0!
12922 548900	Animal Control Vehicle Sup Gas	\$ 324	\$ 746	\$ 1,180	\$ 1,545	\$ 1,545	\$ -	0.0%
							\$	- #DIV/0!
12922 558900	Animal Control Other Expense	\$ 455	\$ 678	\$ 1,426	\$ 600	\$ 600	\$ -	0.0%
							\$	- #DIV/0!
12922 571000	Animal Ctrl In State Travel	\$ 2	\$ 148	\$ 104	\$ 500	\$ 500	\$ -	0.0%
							\$	- #DIV/0!
12922 573000	Animal Ctrl Dues and Memb Exp	\$ -	\$ -	\$ -	\$ 50	\$ 50	\$ -	0.0%
							\$	- #DIV/0!
							\$	- #DIV/0!
<b>TOTAL</b>	<b>Animal Care &amp; Control Of</b>	<b>\$ 4,675</b>	<b>\$ 4,999</b>	<b>\$ 5,576</b>	<b>\$ 7,875</b>	<b>\$ 7,875</b>	<b>\$ -</b>	<b>0.0%</b>
							\$	- #DIV/0!
							\$	- #DIV/0!



## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
15102 558926	Flu Vaccine Purchases	\$ -	\$ -	\$ -	\$ -		\$ -	#DIV/0!
15102 571000	HD In State Travel Expense	\$ 2,735	\$ 953	\$ 238	\$ 2,700	\$ 2,700	\$ -	0.0%
15102 573000	Health Dept Dues and Memb Exp	\$ 846	\$ 792	\$ 389	\$ 1,100	\$ 1,100	\$ -	0.0%
<b>TOTAL</b>	<b>Health Department Expens</b>	<b>\$ 78,550</b>	<b>\$ 73,859</b>	<b>\$ 71,066</b>	<b>\$ 94,500</b>	<b>\$ 95,932</b>	<b>\$ 1,432</b>	<b>1.5%</b>
15103 Health Department Capital							\$ -	#DIV/0!
15103 587100	HD Cap Outlay Repl Off Eq Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Health Department Capita</b>	<b>\$ -</b>	<b>\$ -</b>	<b>#DIV/0!</b>				
15431 Veterans' Services Salary							\$ -	#DIV/0!
15431 511100	Veterans Scv's Part Time Sal	\$ 39,022	\$ 41,763	\$ 41,603	\$ 42,436	\$ 43,284	\$ 848	2.0%
15431 517800	Medicare	\$ 416	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Veterans' Services Salar</b>	<b>\$ 39,438</b>	<b>\$ 41,763</b>	<b>\$ 41,603</b>	<b>\$ 42,436</b>	<b>\$ 43,284</b>	<b>\$ 848</b>	<b>2.0%</b>
15432 Veterans' Services Expense							\$ -	#DIV/0!
15432 542100	Veteran Svcs Office Supplies	\$ 354	\$ 93	\$ -	\$ 150	\$ 150	\$ -	0.0%
15432 558920	Veteran Svcs Recipient Oth Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
15432 558921	Vet Serv Recipient & Oth Misc	\$ 40,763	\$ 38,388	\$ 38,519	\$ 68,101	\$ 68,101	\$ -	0.0%
15432 558922	Vet Svcs Town Celebrations	\$ 2,275	\$ 1,690	\$ 3,250	\$ 3,250	\$ 3,250	\$ -	0.0%
15432 558923	Vet Svcs U S Flags	\$ 1,628	\$ 1,628	\$ 1,800	\$ 1,800	\$ 1,800	\$ -	0.0%
15432 558924	Vet Svcs Grave Markers & Misc	\$ -	\$ -	\$ 800	\$ 800	\$ 800	\$ -	0.0%



## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
							\$	%
15412 Council on Aging Expense								
15412 524400	Council on Aging R&M Vehicles	\$ 4,740	\$ 4,490	\$ 6,446	\$ 7,000	\$ 7,000	\$ -	0.0%
15412 527200	COA Rental of Office Equipment	\$ 5,546	\$ 5,502	\$ 4,179	\$ 7,000	\$ 7,959	\$ 959	13.7%
15412 530000	COA Professional Services	\$ 2,702	\$ 6,391	\$ 4,308	\$ 6,500	\$ 67,403	\$ 60,903	937.0%
15412 534500	Council on Aging Postage Exp	\$ -	\$ 74	\$ 228	\$ 250	\$ 250	\$ -	0.0%
15412 534600	COA Printing and Mailing Exp	\$ 122	\$ 250	\$ -	\$ 250	\$ 250	\$ -	0.0%
15412 542100	COA Office Supplies Expense	\$ 3,942	\$ 4,014	\$ 1,758	\$ 4,000	\$ 4,000	\$ -	0.0%
15412 548000	COA Vehicle Supplies Expense	\$ 7,107	\$ 4,079	\$ 3,859	\$ 9,000	\$ 9,270	\$ 270	3.0%
15412 571000	COA In State Travel Expense	\$ 776	\$ 675	\$ 15	\$ 1,500	\$ 1,500	\$ -	0.0%
15412 573000	COA Dues and Memb Exp	\$ 1,062	\$ 1,274	\$ -	\$ 1,275	\$ 1,275	\$ -	0.0%
<b>TOTAL</b>	<b>Council on Aging Expense</b>	<b>\$ 25,996</b>	<b>\$ 26,749</b>	<b>\$ 20,793</b>	<b>\$ 36,775</b>	<b>\$ 98,907</b>	<b>\$ 62,132</b>	<b>169.0%</b>
TOTAL SALARIES		\$ 383,306	\$ 356,531	\$ 365,934	\$ 366,761	\$ 378,233	\$ 11,472	3.1%
TOTAL EXPENSES		\$ 25,996	\$ 26,749	\$ 20,793	\$ 36,775	\$ 98,907	\$ 62,132	169.0%
		\$ 409,303	\$ 383,279	\$ 386,727	\$ 403,536	\$ 477,140	\$ 73,604	18.2%
<b>GRAND TOTAL</b>		<b>\$ 409,303</b>	<b>\$ 383,279</b>	<b>\$ 386,727</b>	<b>\$ 403,536</b>	<b>\$ 477,140</b>	<b>\$ 73,604</b>	<b>18.2%</b>
16111 Library Administration S								
16111 511000	Library Admin FT Salary	\$ 172,787	\$ 180,963	\$ 179,520	\$ 182,373	\$ 190,981	\$ 8,608	4.7%
16111 511100	Library Admin PT Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
16111 513000	Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
16111 514100	Specialty Pay/Stipend	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
16111 514800	Library Admin Longevity	\$ 875	\$ 925	\$ 925	\$ 925	\$ 925	\$ -	0.0%
16111 517000	Library Admin Health Insurance	\$ 6,715	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16111 517800	Library Admin Medicare	\$ 2,473	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16111 519900	Uniform Allowance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Library Administration S</b>	<b>\$ 182,850</b>	<b>\$ 181,888</b>	<b>\$ 180,445</b>	<b>\$ 183,298</b>	<b>\$ 191,906</b>	<b>\$ 8,608</b>	<b>4.7%</b>
16112 Library Administration Expense							\$ -	#DIV/0!
16112 524300	Library Admin R&M Bldg/Grounds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16112 524500	Library Admin R&M Library Eq	\$ 7,611	\$ 6,524	\$ 5,037	\$ 6,500	\$ 5,750	\$ (750)	-11.5%
16112 530001	Lib Admin - Medical Bills	\$ 470	\$ 595	\$ 1,710	\$ 1,025	\$ 1,640	\$ 615	60.0%
16112 531700	LB Admin Emp Training Seminar	\$ 342	\$ 321	\$ -	\$ 1,000	\$ 1,000	\$ -	0.0%
16112 531900	Library Admin Prof Serv Advert	\$ 535	\$ -	\$ 112	\$ 500	\$ 500	\$ -	0.0%
16112 534500	Library Admin Postage Expense	\$ 1,282	\$ 1,155	\$ 1,432	\$ 2,050	\$ 1,500	\$ (550)	-26.8%
16112 534700	Library Admin Printing Expense	\$ 1,470	\$ 509	\$ 1,050	\$ 1,575	\$ 1,475	\$ (100)	-6.3%
16112 542100	Library Admin Office Supp Exp	\$ 1,085	\$ 701	\$ 754	\$ 975	\$ 975	\$ -	0.0%
16112 545000	Custodian Supplies	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ 400	#DIV/0!
16112 548900	Vehicle Fuel - Unleaded	\$ -	\$ -	\$ -	\$ -	\$ 800	\$ 800	#DIV/0!
16112 571000	LB Admin In State Travel Exp	\$ 519	\$ 413	\$ 12	\$ 400	\$ -	\$ (400)	-100.0%
16112 573000	LB Admin Dues and Memb Exp	\$ 358	\$ 220	\$ -	\$ 800	\$ -	\$ (800)	-100.0%
<b>TOTAL</b>	<b>Library Administration E</b>	<b>\$ 13,671</b>	<b>\$ 10,438</b>	<b>\$ 10,107</b>	<b>\$ 14,825</b>	<b>\$ 14,040</b>	<b>\$ (785)</b>	<b>-5.3%</b>
16121 Library Public Service Salary							\$ -	#DIV/0!





## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
16133 587100	LB Tech Svcs Cap Outlay Off Eq	\$ 14,979	\$ 12,474	\$ -	\$ 12,500	\$ 26,500	\$ 14,000	112.0%
<b>TOTAL</b>	<b>Library Tech Services Ca</b>	<b>\$ 14,979</b>	<b>\$ 12,474</b>	<b>\$ -</b>	<b>\$ 12,500</b>	<b>\$ 26,500</b>	<b>\$ 14,000</b>	<b>112.0%</b>
16141 Library Plant Operations Salar								
16141 511000	Full Time Salaries	\$ 57,825	\$ 59,746	\$ 58,766	\$ 59,468	\$ 59,468	\$ -	0.0%
16141 511100	Part Time Salaries	\$ 9,107	\$ 9,163	\$ 8,305	\$ 9,492	\$ 12,113	\$ 2,621	27.6%
16141 513000	Overtime	\$ 10,299	\$ 10,591	\$ 10,553	\$ 10,559	\$ 10,559	\$ -	0.0%
16141 514100	Specialty Pay	\$ 260	\$ 262	\$ 261	\$ 260	\$ 260	\$ -	0.0%
16141 514800	Longevity	\$ 850	\$ 1,050	\$ 1,050	\$ 1,100	\$ 1,100	\$ -	0.0%
16141 517000	Health Insurance	\$ 6,715	\$ -	\$ -	\$ -	\$ 820	\$ 820	#DIV/0!
16141 517800	Medicare	\$ 1,149	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16141 519900	Uniform Allowance	\$ 820	\$ 820	\$ 820	\$ 820	\$ -	\$ (820)	-100.0%
<b>TOTAL</b>	<b>Library Plant Operations</b>	<b>\$ 87,024</b>	<b>\$ 81,632</b>	<b>\$ 79,756</b>	<b>\$ 81,699</b>	<b>\$ 84,320</b>	<b>\$ 2,621</b>	<b>3.2%</b>
16142 Library Plant Operations Ex								
16142 521100	Utilities EScO Lease Payment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16142 522800	Natural Gas	\$ 13,375	\$ 12,316	\$ 11,114	\$ 16,833	\$ 17,000	\$ 167	1.0%
16142 522900	Electricity	\$ 28,262	\$ 35,144	\$ 34,811	\$ 40,000	\$ 40,000	\$ -	0.0%
16142 523100	Water	\$ 5,311	\$ 5,184	\$ -	\$ 5,677	\$ 5,905	\$ 228	4.0%
16142 523400	Energy Conservations measures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
16142 524300	Repair & Maint Bldg/Grounds	\$ 98,305	\$ 21,588	\$ 87,539	\$ 119,376	\$ 144,376	\$ 25,000	20.9%



## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 <u>Projected</u>	FY2023 <u>TA Rec</u>	Variance	
							\$	%
17102 591230	School Vehicle Princ FY20	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591233	Underwood Pool Princ FY30	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ 185,000	\$ -	0.0%
17102 591234	Belmont Center Proj Princ FY25	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ -	0.0%
17102 591235	Fire Stations RepairPrinc FY19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591236	FY15 REFi /2026 FIRE STATION	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591237	FY15 REFI-TO2025 LAND ACQN	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591239	FirSt to FY23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17102 591240	BHS FIRE ALARM (EST)	\$ 160,000	\$ 160,000	\$ 160,000	\$ -	\$ -	\$ -	#DIV/0!
17102 591241	PUBLIC SAFETY RADIO SYSTEM (ES	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ -	0.0%
17102 591244	FY18 STM Art 3 Burbank Modular	\$ 195,000	\$ 205,000	\$ 215,000	\$ 225,000	\$ 235,000	\$ 10,000	4.4%
17102 591300	PD/DPW \$7.4M FY19	\$ -	\$ 128,000	\$ 125,000	\$ 130,000	\$ 140,000	\$ 10,000	7.7%
17102-591301	PD/DPW \$3.5M FY20	\$ -	\$ -	\$ 62,500	\$ 65,000	\$ 65,000	\$ -	0.0%
17102-591400	BHS \$100M Finance FY19 Prin	\$ -	\$ 1,723,000	\$ 1,695,000	\$ 1,780,000	\$ 1,870,000	\$ 90,000	5.1%
17102-591400	BHS \$100M FY20 Principal	\$ -	\$ -	\$ 1,792,473	\$ 1,865,000	\$ 1,890,000	\$ 25,000	1.3%
<b>TOTAL</b>	<b>Retirement of Debt</b>	<b>\$ 3,233,134</b>	<b>\$ 5,194,134</b>	<b>\$ 6,859,973</b>	<b>\$ 6,920,000</b>	<b>\$ 7,095,000</b>	<b>\$ 175,000</b>	<b>2.5%</b>
17512 Interest on Long-term Debt *								
17102 591001	Chenery Middle School Ref	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17512 591204	Fire Stat Bldgs(2) FY26	\$ -	\$ -	\$ -	\$ 13,298	\$ 10,448	\$ (2,850)	-21.4%
17512 591206	Concord Ave Land	\$ -	\$ -	\$ -	\$ 4,500	\$ 3,300	\$ (1,200)	-26.7%
17512 591207	Communications Tower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17512 591213	Senior Center	\$ 63,468	\$ 57,618	\$ 21,500	\$ 35,800	\$ 28,600	\$ (7,200)	-20.1%

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
17512 591220	Wellington School to FY35	\$ 798,175	\$ 518,325	\$ 652,700	\$ 619,700	\$ 584,500	\$ (35,200)	-5.7%
17512 591223	Refi on T Hall & FirSt to FY23	\$ 230,000	\$ 190,000	\$ 166,750	\$ 95,875	\$ 46,875	\$ (49,000)	-51.1%
17512 591224	Fire	\$ -	\$ -	\$ -	\$ 17,750	\$ 12,150	\$ (5,600)	-31.5%
17512 591225	Harris Feild Complex Int FY24	\$ 23,750	\$ 19,950	\$ 16,150	\$ 12,350	\$ 8,550	\$ (3,800)	-30.8%
17512 591228	Fire Ladder Truck Int FY24	\$ 22,050	\$ 18,450	\$ 14,850	\$ -	\$ -	\$ -	#DIV/0!
17512 591229	Fire Engine Int FY24	\$ 12,500	\$ 10,500	\$ 8,500	\$ -	\$ -	\$ -	#DIV/0!
17512 591230	School Vehicle Int FY20	\$ 400	\$ 200	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17512 591233	Underwood Poo Intl FY30	\$ 61,050	\$ 55,500	\$ 49,950	\$ 44,400	\$ 38,850	\$ (5,550)	-12.5%
17512 591234	Belmont Center Proj Int FY25	\$ 30,450	\$ 26,100	\$ 21,750	\$ 17,400	\$ 13,050	\$ (4,350)	-25.0%
17512 591235	Fire Stations RepairInt FY19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
17512 591236	FY15 REFI-/2026 FIRE STATION	\$ 22,298	\$ 19,298	\$ 16,298	\$ -	\$ -	\$ -	#DIV/0!
17512 591237	FY15 REFI-TO2025 LAND ACQN	\$ 8,100	\$ 6,900	\$ 5,700	\$ -	\$ -	\$ -	#DIV/0!
17512 591240	BHS FIRE ALARM (EST)	\$ 16,400	\$ 10,000	\$ 3,600	\$ -	\$ -	\$ -	#DIV/0!
17512 591241	PUBLIC SAFETY RADIO SYSTEM (ES	\$ 22,975	\$ 18,575	\$ 14,175	\$ 11,700	\$ 8,400	\$ (3,300)	-28.2%
17512 591244	FY18 STM Art 3 Burbank Modular	\$ 116,151	\$ 107,050	\$ 96,800	\$ 86,050	\$ 79,300	\$ (6,750)	-7.8%
17512 591300	PD/DPW \$7.4M FY19	\$ -	\$ 265,737	\$ 267,713	\$ 261,463	\$ 254,963	\$ (6,500)	-2.5%
17512-591301	PD/DPW \$3.5M FY20	\$ -	\$ -	\$ 97,882	\$ 97,527	\$ 94,276	\$ (3,251)	-3.3%
17512-591400	BHS \$100M Finance FY19 Int	\$ -	\$ 3,590,265	\$ 3,617,275	\$ 3,532,525	\$ 3,443,525	\$ (89,000)	-2.5%
17512-591400	BHS \$100M FY20 Interest	\$ -	\$ -	\$ 2,792,700	\$ 2,880,393	\$ 2,692,866	\$ (187,527)	-6.5%
17512-593001 2017	Cap Proj Master Plan Design Sv	\$ 19,900	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Interest on Long-term De</b>	<b>\$ 1,447,667</b>	<b>\$ 4,914,467</b>	<b>\$ 7,864,293</b>	<b>\$ 7,730,731</b>	<b>\$ 7,319,653</b>	<b>\$ (411,078)</b>	<b>-5.3%</b>
						<b>\$ 7,319,653</b>	<b>\$ 7,319,653</b>	<b>#DIV/0!</b>
							\$ -	#DIV/0!
	17522 Interest on Short-term Debt *						\$ -	#DIV/0!
							\$ -	#DIV/0!

## Expenses

		FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
		ACTUALS	ACTUALS	ACTUALS	<u>Projected</u>	<u>TA Rec</u>	\$	%
17522 592000	Int on Tax Abatements	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ 2,500	\$ -	#DIV/0!
17522 592500	Int on Short Term Borrowing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<b>TOTAL</b>	<b>Interest on Short-term D</b>	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ 2,500	\$ -	0.0%
	17532 Int on Short term Debt Excl						\$ -	#DIV/0!
17532 593000	Interest on Temporary Notes	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000	\$ -	#DIV/0!
<b>TOTAL</b>	<b>Int on Short term Debt E</b>	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000	\$ -	0.0%

## Expenses

		FY2019 ACTUALS	FY2020 ACTUALS	FY2021 ACTUALS	FY2022 Projected	FY2023 TA Rec	Variance	
							\$	%
<b>GRAND TOTAL</b>		\$ 4,680,801	\$ 10,111,101	\$ 14,724,266	\$ 14,723,230	\$ 14,487,153	\$ (236,077)	-1.6%
<b>17600 569600</b>	<b>Abatement &amp; Exemptions</b>	\$ 800,825	\$ 863,241	\$ 840,000	\$ 840,000	\$ 840,000	\$ -	0.0%
18202 State Assessments								
18202 563100	Special Education Chapter 71B	\$ 2,501	\$ 692	\$ -	\$ -	\$ -	\$ -	#DIV/0!
18202 563200	Charter School Assessment	\$ 31,014	\$ 33,862	\$ 58,711	\$ 61,130	\$ 79,692	\$ 18,562	30.4%
18202 563300	School Choice Assessment	\$ 49,145	\$ 51,442	\$ 81,195	\$ 82,210	\$ 48,841	\$ (33,369)	-40.6%
18202 564000	Air Pollution Control	\$ 11,524	\$ 11,834	\$ 12,189	\$ 13,263	\$ 13,714	\$ 451	3.4%
18202 564100	Metro Planning Council	\$ 13,329	\$ 13,700	\$ 14,134	\$ 14,388	\$ 15,245	\$ 857	6.0%
18202 564600	RMV Non-Renewal Surcharge	\$ 36,780	\$ 36,780	\$ 37,340	\$ 37,340	\$ 33,840	\$ (3,500)	-9.4%
18202 566100	MBTA	\$ 1,691,403	\$ 1,738,461	\$ 1,769,220	\$ 1,774,444	\$ 1,890,908	\$ 116,464	6.6%
18202 566200	Boston Metro Dist Exp	\$ 580	\$ 538	\$ 539	\$ 572	\$ 572	\$ -	0.0%
<b>TOTAL</b>	<b>State Assessments</b>	\$ 1,836,276	\$ 1,887,309	\$ 1,973,328	\$ 1,983,347	\$ 2,082,812	\$ 99,465	5.0%
<b>18501 597500</b>	<b>Capital Roads Non Discretionary</b>	\$ 1,683,050	\$ 1,725,126	\$ -	\$ 1,812,460	\$ 1,857,772	\$ 45,312	2.5%
<b>18501 597501</b>	<b>Sidewalks</b>	\$ 215,250	\$ 220,631	\$ 226,147	\$ 231,801	\$ 237,596	\$ 5,795	2.5%
<b>18500 597400</b>	<b>Capital Discretionary</b>	\$ 2,004,181	\$ 1,788,232	\$ 950,268	\$ 1,757,682	\$ 1,549,953	\$ (207,729)	-11.8%
<b>TOTAL SALARIES</b>		\$ 76,828,281	\$ 82,289,796	\$ 85,083,041	\$ 91,597,889	\$ 95,745,486	\$ 4,147,597	4.5%
<b>TOTAL EXPENSES</b>		\$ 25,577,354	\$ 25,505,967	\$ 26,426,157	\$ 30,835,025	\$ 32,498,323	\$ 1,663,298	5.4%
<b>TOTAL OUTLAY</b>		\$ 9,161,357	\$ 14,379,583	\$ 16,020,431	\$ 19,125,402	\$ 18,840,454	\$ (284,948)	-1.5%
							\$ -	#DIV/0!

## Expenses

	FY2019	FY2020	FY2021	FY2022	FY2023	Variance	
	ACTUALS	ACTUALS	ACTUALS	Projected	TA Rec	\$	%
<b>GRAND TOTAL</b>	\$ 111,566,992	\$ 122,175,346	\$ 127,529,629	\$ 141,558,317	\$ 147,084,263	\$ 5,525,946	3.9%
<b>OTHER</b>						\$ -	#DIV/0!
Chapter 90 Highway Funds	542,443.00	541,127.00	\$ 541,127	\$ 541,127	\$ 541,127	\$ -	0.0%
<b>FREE CASH</b>						\$ -	#DIV/0!
Snow And Ice Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Free Cash - OPEB	\$ 572,092	\$ 552,695	\$ 50,000	\$ 50,000	\$ 579,275	\$ 529,275	1058.6%
Free Cash - Other Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Free Cash - Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Free Cash - General Stabilization F	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
<b>TOTAL</b>	<b>\$ 572,092</b>	<b>\$ 552,695</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 579,275</b>	<b>\$ 529,275</b>	<b>1058.6%</b>
<b>GRAND TOTAL</b>	<b>\$ 112,681,527</b>	<b>\$ 123,269,168</b>	<b>\$ 128,120,756</b>	<b>\$ 142,149,444</b>	<b>\$ 148,204,665</b>	<b>\$ 6,055,221</b>	<b>4.3%</b>