

You are invited to attend
Warrant Briefing

Monday, May 21st, 2018
at 7:30 PM

Beech Street Center
266 Beech Street

Opportunity to ask questions about
Warrant Articles

prior to
Annual Town Meeting
Segment B

Wednesday, May 30th

Town Officials and Department Heads
will be present to provide information

Roy Epstein
Chair of the Warrant Committee will preside

Cosponsored by:

the Warrant Committee

and the



Belmont League of Women Voters®
Education Fund



**TOWN OF BELMONT
WARRANT FOR 2018 ANNUAL TOWN MEETING
April 30, 2018
COMMONWEALTH OF MASSACHUSETTS**

Middlesex, ss.

To any of the Constables of the Town of Belmont in said County:

Greetings:

In the name of the Commonwealth of Massachusetts you are required to notify and warn the Inhabitants of the Town of Belmont, qualified as the law requires to vote in elections and Town Affairs, to meet at the Belmont High School Auditorium on **MONDAY, APRIL 30, 2018, at 7:00 P.M.**, and to notify and warn the Town Meeting Members to meet and act at said time and place on the following Articles:

ARTICLE 1:

REPORTS

To hear the report of the Selectmen and other Town Officers, any Committee heretofore appointed and to act thereon.

This article accepts the reports of Town departments appearing in the Annual Town Report and allows the Board of Selectmen and other Town officers, boards and committees to report orally to the Town Meeting on appropriate matters not otherwise appearing on the Warrant. This article stays "on the table" throughout the Town Meeting to allow Town officials and committees to report at the call of the Moderator.

Majority vote required for passage.

ARTICLE 2:

AUTHORIZATION TO REPRESENT THE TOWN'S LEGAL INTERESTS

To see if the Town will authorize the Selectmen to bring and defend actions for and against the Town, to submit any such claims to arbitration and to enter into settlement on account of the same on behalf of the Town, as and when they deem it for the best interest of the Town to do so, or in any way act thereon.

This is a standard article that authorizes the Board of Selectmen to represent the Town's legal interests and to settle legal claims.

Submitted by the Board of Selectmen

The Board of Selectmen will report on this Article.

Majority vote required for passage.

ARTICLE 3:

**AMEND GENERAL BYLAWS: ESTABLISH
THE THADDEUS FROST HOUSE HISTORIC DISTRICT**

To see if the Town will vote to amend Section 40-315 "Historic District Commission" of the General Bylaws by

A. Inserting a new Paragraph D after the existing Paragraph C, to read as follows:

D. Thaddeus Frost House Historic District. There is established, under the provisions of MGL c. 40C, as amended, an historic district to be known as the "Thaddeus Frost House Historic District," bounded and described as shown on the map entitled "Plan Showing Thaddeus Frost House Historic District, 291 Brighton Street, Belmont, Mass.," dated February 7, 2018, prepared by the Town Engineer, which shall be a part of this Section.

and

B. Relabeling subsequent Paragraphs of Section 40-315 accordingly,

or in any way act thereon.

Comment: This warrant article establishes a new historic district and renumbers the remaining paragraphs.

Submitted by the Historic District Commission

The Board of Selectmen, the Bylaw Review Committee and Historic District Commission will report on this Article.

Majority vote required for passage.

ARTICLE 4:

**AMENDING THE GENERAL RESIDENCE ZONING DISTRICT-
SUNSET CLAUSE**

A. To see if the Town will vote to amend Section 6D.2 of the Zoning By-Law, Time Limitation, by deleting the Section in its entirety and renumbering the remaining Sections as follows:

~~6D.2~~ Time Limitation

~~The provisions of this Section shall expire on the earlier of either June 30, 2018, or until such future time that the Belmont Town Meeting enacts superseding regulations for the General Residence Zoning Districts.~~

~~6D.3~~ 6D.2 Use Regulation and Authority

Submitted by the Planning Board

The Board of Selectmen, Warrant Committee and the Planning Board will report on this Article.

Two-thirds vote required for passage.

ARTICLE 5:

AMENDING THE GENERAL RESIDENCE ZONING DISTRICT

- B. To see if the Town will vote to amend Section 1.5.4 A. of the Zoning By-Law, Nonconforming Single and Two-Family Residential Structures, by deleting the existing Section in its entirety and replacing it with a new Section 1.5.4 A. as follows:

A. General Residence Zoning Districts

~~In the General Residence Zoning District, as provided in Massachusetts General Law Chapter 40A, Section 6, preexisting non-conforming structures may be extended or altered with a Special Permit by the Planning Board, provided that no such extension or alteration shall be permitted unless there is a finding by the Planning Board that such extension or alteration shall not be substantially more detrimental to the neighborhood than the existing nonconforming structure. Notwithstanding the foregoing, dormers that comply with Section 4.2.2, Linear Requirements, shall be allowed without review by the Planning Board. On lots that do not comply with the minimum area requirements of this Zoning By Law (including the minimum lot area per dwelling unit), preexisting non-conforming single and two-family structures may not be voluntarily demolished and reconstructed except in accordance with a Special Permit issued by the Planning Board under Section 6D of this Zoning By-Law.~~

- 1) In the General Residence Zoning District, as provided in Massachusetts General Law Chapter 40A, Section 6, preexisting non-conforming structures may be extended or altered with a Special Permit by the Zoning Board of Appeals, provided that no such extension or alteration shall be permitted unless there is a finding by the Zoning Board of Appeals that such extension or alteration shall not be substantially more detrimental to the neighborhood than the existing nonconforming structure. Notwithstanding the foregoing, dormers that comply with Section 4.2.2, Linear Requirements, shall be allowed without review by the Zoning Board of Appeals.
- 2) If the Building Commissioner determines that such proposed alteration or structural change increases the gross floor area of the nonconforming structure by more than 300 square feet either as:
 - a) a standalone application, in and of itself, or
 - b) when combined with the gross floor area added to the structure during the five-year period preceding the date of the pending application,then the proposed alteration or structural change shall require a Special permit from the Planning Board pursuant to Section 6D of this Zoning By-Law.
- 3) On lots that do not comply with the minimum area requirements of this Zoning By-Law (including the minimum lot area per dwelling unit), preexisting non-conforming single and two-family structures may not be voluntarily demolished and reconstructed except in accordance with a Special Permit issued by the Planning Board under Section 6D of this Zoning By-Law.

Submitted by the Planning Board

The Board of Selectmen, Warrant Committee and the Planning Board will report on this Article.

Two-thirds vote required for passage.

ARTICLE 6:

**CITIZEN PETITION-SINGLE PLASTIC CHECK-OUT BAG
REDUCTION**

To see if the Town will vote to:

Section I Findings and Purpose

Plastic check-out bags have a significant impact on the marine and terrestrial environmental, including but not limited to: 1) harming marine and terrestrial animals through ingestion and entanglement; 2) polluting and degrading the terrestrial and marine environment; 3) clogging storm drainage systems; 4) creating a burden for solid waste disposal and recycling facilities; 5) requiring the use of non-renewable fossil-fuel in their composition. Studies have shown that alternatives "compostable" or "biodegradable" bags require very specific and controlled conditions in order to biodegrade, and have potentially negative environmental effects similar to conventional plastic bags. Such bags should therefore be subject to the same restrictions as conventional plastic check-out bags. The purpose of this Bylaw is to protect the Town's unique natural beauty and irreplaceable natural resources by reducing the number of single-use plastic check-out bags that are distributed in the Town of Belmont and to promote the use of reusable bags.

Section II Definitions

The following words shall, unless the context requires otherwise, have the following meanings:

- a. "Check-out bag" shall mean a bag provided by a store to a customer at the point of sale. Check-out bags shall not include bags, whether plastic or not, in which loose produce or products are placed by the consumer to deliver such items to the point of sale or check out area of the store.
- b. "Department" shall mean the Belmont Health Department.
- c. "Health Agent" shall mean the Health Agent for the Belmont Board of Health or his/her designee.
- d. "Recyclable paper bag" shall mean a paper bag that is 100% recyclable and contains at least 40% post-consumer recycled content, and displays in a visible manner on the outside of the bag (1) the word "recyclable" or a symbol identifying the bag as recyclable and (2) a label identifying the bag as being made from post-consumer and the percentage of post-consumer recycled content in the bag.
- e. "Reusable Check-out bag" shall mean a sewn bag with stitched handles that is specifically designed for multiple reuse and that (1) can carry 25 pounds over a distance of 300 feet; (2) is machine washable or is made of a material that can be cleaned or disinfected more than 125 times; (3) is either (a) made of natural fibers (such as cotton or linen); (b) made durable, non-toxic plastic other than polyethylene or polyvinyl chloride that is generally considered a food-grade material that is more than 4.0 mils thick.
- f. "Retail Establishment" shall mean any business facility that sells goods directly to the consumer whether for or not profit, including but not limited to, retail stores, restaurants, pharmacies,

convenience and grocery stores, liquor stores, seasonal and temporary business jewelry stores, household goods, professional offices, food banks, farmers market and any other enterprise that offers the sale and display of merchandise.

- g. "Thin-Film, Single-Use Plastic Check-Out Bags" shall mean those bags typically with handles, constructed of high-density polyethylene (HDPE), low density polyethylene (LDPE), linear low density polyethylene (LLDPE), polyvinyl chloride (PVC), polyethylene terephthalate (PET), or polypropylene (other than woven and non-woven polypropylene fabric), if said film is equal to or less than 4.0 mils in thickness.

Section III Regulated Conduct

- a. No Retail Establishment in the Town of Belmont shall provide Thin-Film, Single-Use Plastic Check-Out bag to customers
- b. If a Retail Establishment provides or sells Check-Out bags to customers, the bag must be one of the following:
 1. Recyclable paper bag; or
 2. Reusable Check-Out bag

Section IV Exemption:

Thin-film plastic bags typically without handles which are used to contain laundry or dry cleaning, newspapers, produce, meat, bulk foods, wet items, and other similar merchandise are not prohibited under this bylaw.

Section V Penalties and Enforcement

1. The Board of Health and its Health Agent shall have the authority to administer and enforce this bylaw.
2. For the first violation, the enforcing authority, upon a determination that a violation has occurred, shall issue a written warning notice to the establishment specifying the violation.
3. Retail establishment shall have 15 calendar days after the date that a notice of violation is issued to pay the penalty or request a hearing in writing to the Board of Health.
4. The following penalties shall apply:
 1. First offence; Warning- written warning notice
 2. Second offence: A fine of \$50 shall apply for the next violation following the issuance of a written warning notice.
 3. Third and subsequent offence: A fine of \$200 shall apply for the third violation and each additional violation of this bylaw.
 4. Fines shall be cumulative and each day on which a violation occurs shall constitute a separate offence.

Section VI Effective Date

This bylaw shall take effect six (6) months following approval of the bylaw by the Attorney General or on Nov 1, 2018, whichever is later for Retail Establishments with an indoor floor area equal to or exceeding 30,000 square feet or with at least (2) locations under the same name within the Town of Belmont that total 30,000 square feet more, or those Retail Establishments that have already implemented a similar regulation in any other town in Massachusetts. This ordinance shall take effect nine (9) months after passage or on Feb 1, 2019, whichever is later for any other Retail Establishments less than 30,000

square feet. The Board of Health may exempt a Retail Establishment from the requirements of this section for a period of up to an additional three (3) months upon a finding by the Director that (1) the requirements of this section would cause undue hardship; or (2) a Retail Establishment requires additional time in order to draw down an existing inventory of thin-film, single-use check-out plastic bags. Any retail establishment receiving an exemption shall file with the Board of Health monthly reports or inventory reduction and remaining stocks.

Section VII Regulations

- a. The Board of Health may adopt and amend rules and regulations to effectuate the purposes of this bylaw.

Section VIII Severability

- a. If any provision of this bylaw is declared invalid or unenforceable the other provisions shall not be affected thereby.

This article is submitted in the exact form as provided by the Citizens.

Submitted by Terese Hammerle,
Mark Carthy (1) and
Linda Levin-Scherz (2)

The Board of Selectmen, the Bylaw Review Committee and the petitioners will report on this Article.

Majority vote required for passage.

ARTICLE 7:

PLASTIC BAG GENERAL BYLAW

To see if the Town will vote to amend chapter 60 of the General Bylaws by inserting a new Article 11 as follows:

§ 60-1100 Findings and Purpose

Plastic check-out bags have a significant impact on the marine and terrestrial environment, including but not limited to: 1) harming marine and terrestrial animals through ingestion and entanglement; 2) polluting and degrading the terrestrial and marine environment; 3) clogging storm drainage systems; 4) creating a burden for solid waste disposal and recycling facilities; 5) requiring the use of non-renewable fossil-fuel in their composition. Studies have shown that alternative "compostable" or "biodegradable" bags require very specific and controlled conditions in order to biodegrade, and have potentially negative environmental effects similar to conventional plastic bags. Such bags should therefore be subject to the same restrictions as conventional plastic check-out bags. The purpose of this Article is to protect the Town's unique natural beauty and irreplaceable natural resources by reducing the number of single-use plastic check-out bags that are distributed in the Town of Belmont and to promote the use of reusable bags.

§60-1105 Definitions

The following words shall, unless the context requires otherwise, have the following meanings:

CHECK-OUT BAG- A bag provided by a store to a customer at the point of sale. Check-out bags shall not include bags, whether plastic or not, in which loose produce or products are placed by the consumer to deliver such items to the point of sale or check out area of the store.

DEPARTMENT - The Belmont Department of Public Works.

NET FLOOR AREA – The actual occupied area not including unoccupied accessory areas such as corridors, stairways, ramps, toilet rooms, mechanical rooms and closets.

RECYCLING COORDINATOR - The Recycling Coordinator for the Belmont Department of Public Works or a designee thereof.

RECYCLABLE PAPER BAG- A paper bag that is 100% recyclable and contains at least 40% post-consumer recycled content, and displays in a visible manner on the outside of the bag (1) the word "recyclable" or a symbol identifying the bag as recyclable and (2) a label identifying the bag as being made from post-consumer and the percentage of post-consumer recycled content in the bag.

REUSABLE CHECK-OUT BAG – A sewn bag with stitched handles that is specifically designed for multiple reuse and that (1) can carry 25 pounds over a distance of 300 feet; (2) is machine washable or is made of a material that can be cleaned or disinfected more than 125 times; (3) is either (a) made of natural fibers (such as cotton or linen); (b) made of durable, non-toxic plastic other than polyethylene or polyvinyl chloride that is generally considered a food-grade material that is more than 4.0 mils thick.

RETAIL ESTABLISHMENT- Any business facility that sells good directly to the consumer whether for or not for profit, including but not limited to, retail stores, restaurants, pharmacies, convenience and grocery stores, liquor stores, seasonal and temporary business jewelry stores, household goods stores, professional offices, food banks, farmers markets and any other enterprise that offers the sale and display of merchandise.

THIN-FILM PLASTIC CHECK-OUT BAGS - Those bags typically with handles, constructed of high-density polyethylene (HDPE), low density polyethylene (LDPE), linear low density polyethylene (LLDPE), polyvinyl chloride (PVC), polyethylene terephthalate (PET), or polypropylene (other than woven and non-woven polypropylene fabric), if said film is equal to or less than 4.0 mils in thickness.

§60-1110 Regulated Conduct

- A. Retail Establishment in the Town of Belmont shall provide Thin-Film, Single-Use Plastic Check-Out bag to customers
- B. If a Retail Establishment provides or sells Check-Out bags to customers, the bag must be one the following:
 - 1. Recyclable paper bag; or
 - 2. Reusable Check-Out bag

§60-1115 Exemption:

Thin-film plastic bags typically without handles which are used to contain laundry or dry cleaning, newspapers, produce, meat, bulk foods, wet items, and other similar merchandise are not prohibited under this Article.

§60-1120 Penalties and Enforcement

A. The Department of Public Works and its Recycling Coordinator shall have the authority to administer and enforce this Article. As an alternative to any other means of enforcement, the provisions of this Article and any regulations adopted pursuant thereto may be enforced by non-criminal disposition in accordance with the provision of M.G.L. c. 40, §21D.

B. For the first violation, the enforcing authority, upon a determination that a violation has occurred, shall issue a written warning notice to the Retail Establishment specifying the violation.

C. The following penalties shall apply:

1. First offence; Warning- written warning notice
2. Second offence: A penalty of \$50 shall apply for the next violation following the issuance of a written warning notice.
3. Third and subsequent offence: A penalty of \$200 shall apply for the third violation and each additional violation of this Article.
4. Penalties shall be cumulative and each day on which a violation occurs shall constitute a separate offence.

§60-1125 Effective Date

This Article shall take effect six months following satisfaction of the posting and publication requirements set forth in M.G.L. c.40, §32, or on November 1, 2018, whichever is later, for Retail Establishments with net floor area equal to or exceeding 30,000 square feet or with at least two locations under the same name within the Town of Belmont that total 30,000 square feet or more net floor area, or those Retail Establishments that are subject to a similar regulation in any other city or town in Massachusetts. This Article shall take effect nine months following satisfaction of the posting and publication requirements set forth in M.G.L. c.40, §32 or on February 1, 2019, whichever is later, for any other Retail Establishments less than 30,000 square feet net floor area. The Director of the Department of Public Works or a designee thereof may exempt a Retail Establishment from the requirements of this Article for a period of up to an additional three months upon a finding by the Director of Public Works or designee that (1) The requirements of this Article would cause undue hardship; or (2) A Retail Establishment requires additional time in order to draw down an existing inventory of thin-film Plastic Check-Out Bags; provided, however, that any Retail Establishment receiving an exemption shall file with the Department of Public Works monthly reports of inventory reduction and remaining stocks.

§60-1130 Regulations

The Board of Selectmen may adopt and amend rules and regulations to effectuate the purposes of this Article.

§60-1135 Severability

If any provision of this Article shall be found invalid for any reason in a court of competent jurisdiction, such invalidity shall be construed as narrowly as possible, and the balance of the Article shall be deemed to be affected to the minimum extent necessary, so as to secure the purposes thereof, as set forth in §60-1100.

or in any way act thereon.

This article was submitted by the Board of Selectmen, prompted by a Citizen Petition. The substantive difference of this article from the Citizen Petition is that the enforcement authority went from being the Board of Health to the Department of Public Works, Recycling.

The Board of Selectmen and the Bylaw Review Committee will report on this Article.

ARTICLE 8: ZONING BY-LAW AMENDMENT TO SECTION 9, MARIJUANA ESTABLISHMENT TEMPORARY MORATORIUM

9.3 Temporary Moratorium

Submitted by the Planning Board

Two thirds vote required for passage.

ARTICLE 9: MARIJUANA SALES TAX

Starting on July 1, 2018, the Commonwealth's new Cannabis Control Commission will begin issuing licenses to "marijuana establishments," which will include retail businesses permitted to sell cannabis products to consumers for non-medical use. Chapter 64N of the General Laws, which was adopted at the ballot in 2016 and amended by the Legislature last year, provides for a state excise tax on retail cannabis sales of 10.75%, on top of the 6.25% sales tax applicable to the sale of most other consumer goods. Section 3 of Chapter 64N allows municipalities, by local option, to add an additional 3% sales tax. This additional tax is collected by the Department of Revenue and distributed back to applicable town's general fund, from which it may be

appropriated for any purpose. This article proposes that the Town of Belmont adopt the additional 3% excise tax.

Submitted by the Board of Selectmen

The Board of Selectmen and Warrant Committee will report on this Article.

Majority vote required for passage.

ARTICLE 10:

**FY19 COMMUNITY PRESERVATION COMMITTEE
BUDGET & PROJECTS**

To see if the Town will vote to hear and act on the report of the Community Preservation Committee on the FY2019 Community Preservation budget and, pursuant to the recommendations of the Community Preservation Committee, to appropriate from the Community Preservation Fund, or to reserve amounts in the Community Preservation Fund for future appropriations, for the administrative expenses of the Community Preservation Committee for FY2019; for the acquisition, creation and preservation of open space - including land for recreational use; for the acquisition, preservation, rehabilitation and restoration of historic resources; and for the creation, preservation and support of community housing; or in any way act thereon.

Amount	Project Name	Category	Funding Source
\$103,000	Belmont Veterans Memorial	HP	Historic Preservation
\$5,000	Payson Park Music Festival Stage	OSR	Open Space Recreation
\$180,000	Town Field Playground Restoration	OSR	Open Space Recreation
\$780,087	Construction of Grove Street Park Intergenerational Walking Path	OSR	Open Space Recreation
\$250,000	Funds Set Aside to Housing Trust	CH	Affordable Housing
\$200,000	McLean Barn Stabilization	HP	Historic Preservation

This article is a standard article that appropriates funds to support the operations of the Town's Community Preservation Committee and its approved projects. The Community Preservation Fund receives revenues from a 1.5% property tax surcharge to fund the program. The state provides limited matching grant funds to the Town based on the surcharge collections.

Submitted by the Community Preservation Committee

The Board of Selectmen, Community Preservation Committee, Warrant Committee, and Capital Budget Committee will report on this Article.

Majority vote required for passage.

**ARTICLE 11: CITIZENS' PETITION - AMEND GENERAL BYLAWS, SECTION 40-200-A
TO INCREASE MEMBERSHIP OF THE BOARD OF SELECTMEN FROM
THREE TO FIVE MEMBERS**

To see if the Town will vote to increase the membership of the Board of Selectmen from three to five members by amending Chapter 40, Section 40-200-A of the Town Bylaws and to authorize this amendment, to petition the General Court for enactment of special legislation substantially as follows:

*Be it enacted by the Senate and House of Representatives in General Court assembled,
and by the authority of the same as follows:*

SECTION 1. The number of members of the board of selectmen of the Town of Belmont shall be increased to 5. Each selectman shall serve for a three-year term with not more than two three-year terms to run concurrently. Notwithstanding the preceding sentence, at the next annual town election following at least 365 days after the effective date of this act, one additional member shall be elected to an initial two-year term and one additional member shall be elected to a three-year term. Nothing in this act shall affect the terms of those members serving as selectmen on the effective date of this act.

SECTION 2. This act shall take effect upon its passage.
and further to authorize the selectmen to approve amendments to the bill before enactment by the General Court which shall be within the scope of the general public objectives of the petition.

This article is submitted in the exact form as provided by the Citizens.

Submitted by Town Meeting Members
Suzanne Bass (3), Judith Feins (5)
Julie Crockett (5)

The Board of Selectmen and the petitioners will report on this Article.

Majority vote required for passage.

**ARTICLE 12: CITIZENS' PETITION - HOME RULE PETITION TO
INCREASE THE NUMBER OF MEMBERS OF
BOARD OF SELECTMEN FROM THREE TO FIVE**

To see if the Town will vote to authorize the Board of Selectmen to petition the General Court to enact legislation to expand the membership of the Board of Selectmen from three to five, substantially in the form below, and further to authorize the selectmen to approve amendments to the bill before enactment by the General Court which shall be within the scope of the general public objectives of the petition, or take any other action relative thereto:

**AN ACT INCREASING THE MEMBERSHIP OF THE BOARD OF SELECTMEN IN THE TOWN
OF BELMONT.**

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

SECTION 1. The number of members of the board of selectmen of the town of Belmont shall be increased to 5. Each selectman shall serve for a 3-year term with not more than 2 selectmen's

terms to run concurrently. Notwithstanding the preceding sentence, at the next annual town election following at least 65 days after the effective date of this act, 1 additional member shall be elected to an initial 2-year term and 1 additional member shall be elected to a 3-year term. Nothing in this act shall affect the terms of those members serving as selectmen on the effective date of this act.

This article is submitted in the exact form as provided by the Citizens.

Submitted by Town Meeting Member
Suzanne Bass (3)

The Board of Selectmen, the Warrant Committee and the petitioners will report on this Article.

Majority vote required for passage.

ARTICLE 13:

**CITIZEN PETITION - AMEND GENERAL BYLAWS
§30-115 PROCEDURAL RULES**

To see if the Town will vote to amend 30-115 of the General Bylaws:

By striking the portion of § 30-115 F shown below:

All votes, unless otherwise provided by law, shall be taken in the first instance by a "YES" and "NO" voice vote. If the Moderator is in doubt as to the vote or if any Town Meeting Member immediately doubts the vote, the Moderator shall call for a standing vote; provided, however, that any Town Meeting Member may request a roll call vote when doubting the vote or immediately after the result of a standing vote has been announced. Such a request shall be valid only if 35 or more Town Meeting Members concur in the request and it is requested in connection with final action upon any article in the warrant. If a valid request for a roll call vote is made, the Town Clerk shall record the "YES" and "NO" votes forthwith so as to indicate the individual vote of each Town Meeting Member who shall have voted, and such record shall be made available to the public at the office of the Town Clerk and shall be printed in the Town Report.

And replacing it with the following:

§ 30-115 F:

All votes, unless otherwise provided by law, shall be taken in the first instance by a "YES" and "NO" voice vote. If the Moderator declares the vote is not unanimous, and is in connection with final action upon any article in the warrant, then an electronic roll call vote shall take place, and the Town Clerk shall record the "YES" and "NO" votes forthwith so as to indicate the individual vote of each Town Meeting Member who shall have voted, and such record shall be made available to the public at the office of the Town Clerk and shall be printed in the Town Report.

In 2012, Belmont's The Report of Committee on Electronic Voting at Town Meeting endorsed electronic voting to increase efficiency of voting, ensure accuracy of votes and provide accountability of Town Meeting Members to their constituents. Aggregate capture and display of Town Meeting votes does not provide a means by which votes can be verified nor does it provide constituents with data about their representatives' votes. The current bylaws provide an inadequate and time consuming process to rectify these deficits.

Submitted by Mary Bradley (5)

The Board of Selectmen, the Bylaw Review Committee and the petitioners will report on this Article.

Majority vote required for passage.

ARTICLE 14:
APPROPRIATION FROM LANDFILL STABILIZATION FUND

To see if the Town will vote to appropriate a sum of money for the purpose of performing improvements to the former incinerator site; said sum to be raised from the Landfill Stabilization Fund, or in any way act thereon.

This article seeks to appropriate funds from the Landfill Stabilization Fund to allow further site analysis, design of the cap, and demolition of the former incinerator building at the former incinerator site.

Submitted by the Board of Selectmen

The Board of Selectmen and Warrant Committee will report on this Article.

Two-thirds vote required for passage

ARTICLE 15:
SALARIES OF ELECTED OFFICIALS

To see if the Town will vote to fix the salary and compensation of each and all the elected officers of the Town, appropriate a sum of money for that purpose, determine how the same shall be raised, or in any way act thereon.

Elected Officials of the Town	Salary
Town Moderator	\$450
Chair of the Board of Selectmen	\$5,000
Selectmen (2)	\$4,500 (each)
Town Clerk	\$99,053
Town Treasurer	\$103,462
Chair of the Board of Assessors	\$3,030
Assessors (2)	\$2,200 (each)

This is a standard article to comply with the provision in M.G.L. c. 41, § 108 requiring the compensation levels of all elected officers to be fixed at the Annual Town Meeting, and to appropriate the funds necessary for FY19. Please note that Town Meeting establishes and appropriates the compensation of other municipal employees under Article 15.

Submitted by the Board of Selectmen

The Board of Selectmen and Warrant Committee will report on this Article.

Majority vote required for passage.

ARTICLE 16: ENTERPRISE FUNDS FOR WATER AND SEWER AND STORMWATER SERVICES

To see if the Town will vote to appropriate a sum of money from the accounts classified as an "Enterprise Fund", pursuant to Chapter 44, Section 53F½ of the General Laws for water service, and for sewer and stormwater service; or in any way act thereon.

This is a standard article to appropriate funds to support the operations of the Town's water and sewer functions from enterprise funds that receive revenues from user fees. Enterprise funds are entirely self-supporting from user fees and do not receive any funding from property taxes.

Submitted by the Board of Selectmen

The Board of Selectmen and Warrant Committee will report on this Article.

Majority vote required for passage (two-thirds if borrowing).

**ARTICLE 17: MASSACHUSETTS WATER
RESOURCE AUTHORITY (MWRA) APPROPRIATION PHASE III**

To see if the Town will appropriate \$3,852,000 for the purpose of the water main replacement program, under Phase III, from the Massachusetts Water Resources Authority's Loan Program, to determine whether this appropriation shall be raised by borrowing or otherwise, or in any way act thereon.

This is the 3rd Phase of the MWRA Local Water System Assistance Program. The allocation for Belmont is \$3,852,000. Since the inception of the Water Main Replacement Program in 1995, approximately 30 miles of water main has been replaced by larger diameter ductile iron cement lined pipe with a service life expectancy of about 100 years. The Water Main Replacement Program is intended to replace and upgrade 38 miles of water main of a total of 91 miles of pipe.

Submitted by the Board of Selectmen

The Board of Selectmen, Warrant Committee and Capital Budget Committee will report on this Article.

Two-thirds vote required for passage.

ARTICLE 18: VOTE TO FUND REVOLVING FUNDS

To see if the Town will vote, pursuant to Chapter 44, Section 53E½, of the General Laws, to establish expenditure limitations for FY2019 for the revolving funds authorized in § 50-220 of the Town Bylaws; or in any way act thereon.

This is a standard article that appropriates a sum of money. Through the Municipal Modernization Bill Towns were allowed to create bylaws for the revolving funds. This article simply appropriates the amount of money each fund is able to spend. These funds allow the expenditure of user fee receipts for program expenses without further Town meeting appropriation. The motion will specifically include funds and spending limits in each category.

Submitted by the Board of Selectmen

The Board of Selectmen and Warrant Committee will report on this Article.

Majority vote required for passage.

**ARTICLE 19: FY19 BUDGET APPROPRIATION AND AUTHORIZATION TO
TRANSFER BALANCES TO FUND THE FY19 BUDGET**

To determine what sums of money shall be granted to pay Town expenses for the fiscal year beginning July 1, 2018 and to make the necessary appropriations for the same for the support of schools and for other Town purposes; and to raise, appropriate, transfer money from available funds, and change the purpose of the unexpended balance of prior appropriations to fund the ensuing year's operations, or in any way act thereon.

This is a standard article that appropriates the Town's FY19 budget, commencing on July 1, 2018. The budget consists of several categories of expenditures; each such category, and the transfer of balances from various sources necessary to fund the General Fund Budget, will be presented for a separate vote of Town Meeting. Due to uncertainty regarding the amount of state aid, the budget will be heard at the June sessions of Town Meeting. The Warrant Committee Report contains the budget summary and supporting information and will be distributed to Town Meeting Members in advance of the June sessions.

Submitted by the Board of Selectmen

The Board of Selectmen and Warrant Committee will report on this Article.

Majority vote required for passage.

**ARTICLE 20: APPROPRIATION TO OTHER POST EMPLOYMENT BENEFITS
(OPEB) STABILIZATION FUND**

To see if the Town will vote to appropriate, or transfer from available funds in the Treasury, a sum of money to the Other Post-Employment Benefits ("OPEB") Stabilization Fund; and to determine whether the money shall be provided by the tax levy, by transfer from available funds, by transfer from the Departmental Enterprise Funds, or by any combination of these methods; or in any way act thereon.

This article seeks to appropriate from available free cash or other available funds for future Town liabilities for Other Post-Employment Benefits.

Submitted by the Board of Selectmen

The Board of Selectmen and Warrant Committee will report on this Article.

Majority vote required for passage.

**ARTICLE 21: AUTHORIZATION FOR UP-FRONT FUNDS FOR CHAPTER 90
HIGHWAY IMPROVEMENTS**

To see if the Town will vote to appropriate from available funds in the Treasury sums of money for the repair, improvement and construction of highways, said money to be used in conjunction with any money which may be allotted by the Commonwealth for the said purposes, authorize the acceptance of such allotment, determine how the money raised and allotted as aforesaid shall be expended under the provisions of Chapter 90 of the General Laws, and acts in amendment thereof and in addition thereto, or in any way act thereon.

This is a standard article that seeks to appropriate "up-front" funds that will be reimbursed from state highway aid, referred to as Chapter 90. This aid is authorized by the Legislature through state transportation bond issues. The estimated apportionment will be reported prior to the June sessions of Town Meeting. These funds, when supplemented with capital budget funds, will be used for the Town's Pavement Management Program to extend the life of our roadway system. In addition, the Town has used Chapter 90 funds to "leverage" substantial state/federal funding to design major road projects (i.e., Trapelo Road).

Submitted by the Board of Selectmen

The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this Article.

Majority vote required for passage.

ARTICLE 22:**APPROPRIATION OF CAPITAL EXPENDITURES**

To see if the Town will vote to appropriate sums of money to purchase public safety equipment, computer equipment (including consulting work), public works equipment and furnishings and equipment for Town facilities, construct public ways, and for building and facility and public works construction, major maintenance and alterations (including design work); to determine whether these appropriations shall be raised by borrowing or otherwise, or in any way act thereon.

This is a standard article to appropriate funds for capital budget expenditures. While the article is general as to the categories of capital expenditures, the motion will be explicit. The recommendations of the Capital Budget Committee for FY19 capital expenditures will be distributed to Town Meeting Members prior to the June session of Town Meeting.

Submitted by the Board of Selectmen

The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this Article.

Majority vote required for passage (two-thirds if borrowing).

ARTICLE 23:**DEPARTMENT OF PUBLIC WORKS AND
POLICE CAPITAL APPROPRIATION**

To see if the Town will vote to borrow or appropriate a sum of money from available funds for the renovation of the current Police Station and Department of Public Works, including all cost and related expenses, so that the Town Treasurer with the approval of the Board of Selectmen is authorized to borrow said sum of money, under the provisions of Chapter 44, Section 7(1).

The Department of Public Works and Police Station Building Committee was established at the 2017 Fall Town Meeting to develop a short term solution for the Public Works and Police buildings; and to report out at the 2018 Annual Town Meeting.

Submitted by the DPW/Police Building Committee

The Board of Selectmen, Warrant Committee, and the Building Committee will report on this Article.

Two-thirds vote required for passage.

ARTICLE 24: AUTHORIZATION TO ADJUST SPOUSAL BENEFIT FOR SURVIVING SPOUSES OF RETIREES

To see if the Town will vote to accept the provisions of MGL Chapter 32, section 101, third paragraph so as to provide an increase in the annual allowance payable to certain surviving spouses of accidental and ordinary disability retirees from \$6,000 to \$12,000, or in any way act thereon.

This article is inserted in the warrant at the request of the Belmont Contributory Retirement Board. An affirmative vote would increase the benefit to surviving spouses of disabled retirees who retired prior to 1997 and were precluded by law from selecting Option C, the joint and survivor option. There are 3 surviving spouses who would be impacted by acceptance of this local option.

Submitted by the Belmont Contributory Retirement Board

The Board of Selectmen, Warrant Committee, and Retirement Board will report on this Article.

Majority vote required for passage

ARTICLE 25: AUTHORIZATION TO INCREASE COLA BASE BY RETIREMENT BOARD

To see if the Town will vote to approve the decision of the Belmont Contributory Retirement Board pursuant to MGL Chapter 32 section 103(j) to increase the maximum Cost of Living Adjustment base to \$13,000, or in any way act thereon.

This article is inserted in the warrant at the request of the Belmont Retirement Board. By taking favorable action on this article, the Town will accept a local option which increases the base upon which cost of living increases may be granted to Town retirees from the first \$12,000, in effect since 1997, to the first \$13,000 of the retirement allowance. The Retirement Board's actuary estimates that the amortization of this new COLA provision.

Submitted by the Belmont Contributory Retirement Board

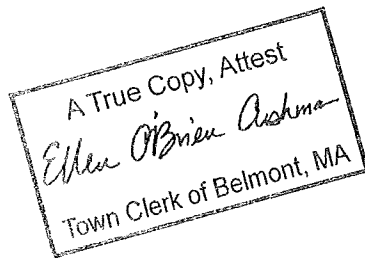
The Board of Selectmen, Warrant Committee, and the Retirement Board will report on this Article.

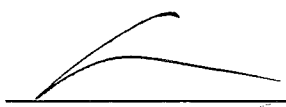
Majority vote required for passage.

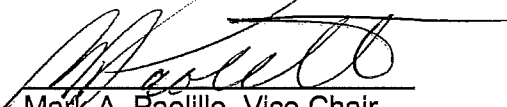


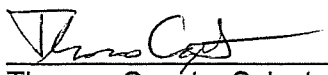
Given under our hands this 9th day of April, 2018.

BELMONT - BOARD OF SELECTMEN




Adam Dash, Chair


Mark A. Paolillo, Vice Chair


Thomas Caputo, Selectman



MOTIONS
2018 ANNUAL TOWN MEETING
May 30, 2018
Draft as of May 8, 2018
(Subject to Change)

PRELIMINARY MOTION

ORDER OF THE ARTICLES

MOVED: That the Town Meeting hear the motions in the following order: *(Majority)*
1, 22, 21, 16, 17, 23, 15, 18, 24, 25, 14, 20, 19

ARTICLE 1:

REPORTS

MOVED: That Article 1 be taken from the table.

MOVED: That Article 1 be laid on the table. *(Majority)*

ARTICLE 22:

APPROPRIATION OF CAPITAL EXPENDITURES

MOVED: A) That **\$1,404,181** be raised and appropriated and **\$600,000** be transferred from Free Cash Reserves for the purchase of Public Safety Equipment, Site Improvements, Public Works Equipment, Equipment for Town Facilities, and consulting services in connection therewith, to construct public ways, and for Building and Facility and Public Works Construction; and for Major Maintenance and Alterations (including design work) as follows, said sum to be expended under the direction of the Board of Selectmen. *(Majority)*

MOVED: B) That **\$1,898,300** be appropriated for road paving projects, said sum to be raised and expended under the direction of the Board of Selectmen. *(Majority)*

Reporting: The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this article.

ARTICLE 21:

**AUTHORIZATION FOR UP-FRONT FUNDS FOR
CHAPTER 90 HIGHWAY IMPROVEMENTS**

MOVED: That the Town be authorized to construct, reconstruct, resurface or repair all or portions of various Town Ways and to authorize the expenditure of **\$542,443** as may be received from the Commonwealth of Massachusetts through the Massachusetts Department of Transportation for the fiscal year commencing July 1, 2018 and expended under the provisions of Chapter 90 of the Massachusetts General Laws. *(Majority)*

Reporting: The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this article.

ARTICLE 16:

**ENTERPRISE FUNDS FOR WATER AND SEWER
AND STORMWATER SERVICES**

MOVED: A) That **\$7,086,032** be appropriated from the account classified as “Water Enterprise Fund” pursuant to Chapter 44, Section 53F½ of the General Laws for water service; said sum to be expended under the direction of the Board of Selectmen and said appropriation to be funded by a transfer of **\$812,000** from Water Retained Earnings and **\$6,274,032** from Water Revenues. (*Majority*)

MOVED: B) That **\$9,326,880** be appropriated from the account classified as “Sewer and Stormwater Enterprise Fund” pursuant to Chapter 44, Section 53F½ of the General Laws for sewer and stormwater services; said sum to be expended under the direction of the Board of Selectmen and said appropriation to be funded by a transfer of **\$767,335** from Sewer Retained Earnings and **\$8,559,545** from Sewer and Stormwater Revenues. (*Majority*)

Reporting: The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this article.

ARTICLE 17:

**MASSACHUSETTS WATER
RESOURCE AUTHORITY (MWRA) APPROPRIATION PHASE III**

MOVED: That the Town appropriates **\$3,852,000** to pay costs of the water main replacement program, under Phase III, including the payment of all costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount pursuant to M.G.L. c. 44, §8(5), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor. All or any portion of this borrowing may be undertaken through the Massachusetts Water Resources Authority’s Loan Program (“MWRA”). The Treasurer and the Selectmen are authorized to execute and deliver any and all documents and agreements than may be required by the MWRA in connection with any borrowing through the MWRA. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.
(*Two-thirds*)

Reporting: The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this article.

ARTICLE 23:

**DEPARTMENT OF PUBLIC WORKS AND
POLICE CAPITAL APPROPRIATION**

MOVED: That the Town vote to transfer \$590,000 from the Kendall Stabilization fund and appropriate \$7,400,000 to pay the costs of renovating the current Police Station and DPW facilities, including the payment of all other incidental costs and related expenses, and that to meet this appropriation, the Town Treasurer, with the approval of the Board of Selectmen, be authorized to borrow said sum of money,

under the provisions of Chapter 44, Section 7(1), or any other enabling authority, and to issue bonds or notes of the Town therefor. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

(Two-thirds)

The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this article.

ARTICLE 15:

SALARIES OF ELECTED OFFICIALS

MOVED: That there be paid to the elected officers of the Town as salaries for the fiscal year commencing July 1, 2018 the amount set forth opposite the name of each officer as listed below:

Elected Officials of the Town	Salary
Town Moderator	\$450
Chair of the Board of Selectmen	\$5,000
Selectmen (2)	\$4,500 (each)
Town Clerk	\$99,053
Town Treasurer	\$103,462
Chair of the Board of Assessors	\$3,030
Assessors (2)	\$2,200 (each)

(Majority)

Reporting: The Warrant Committee and the Board of Selectmen will report on this article.

ARTICLE 18:

AUTHORIZATION FOR REVOLVING FUNDS

MOVED: That the Town authorize or reauthorize revolving accounts for Fiscal Year 2019 pursuant to Chapter 44, Section 53E½ and authorized in § 50-220 of the Towns General bylaws as printed in Article 18 of the Warrant for this Annual Town Meeting. **(Majority)**

[Table from Warrant reprinted below – not part of the motion to be read]

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits
Teen/Youth Events	Recreation Commission	Event fees	Teen/youth center events	\$ 15,000
Senior Programs	Council on Aging	Course/Program fees	Program costs, trip expenses	\$ 150,000

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Art Gallery	Belmont Cultural Council	Percentage of art sales	Gallery exhibit and event expenses	\$ 15,000
Restoration Maintenance of Rock Meadow	Conservation Commission	Rental fees: garden plots	Restoration, maintenance of conservation area	\$ 11,000
Copying/ Lost Books	Board of Library Trustees	Lost book fees; Printing/ copying fees	Replacement of lost books; copier, printer, supplies & maintenance	\$ 15,000
Stormwater Consulting	Community Development	Consultant fees collected from permit applicants	Consultant fees	\$ 50,000
Stormwater Improvements	Community Development	Consultant Fees and contributions collected from permit applicants	Consulting, design, construction, and maintenance of public or shared stormwater facilities	\$100,000
Martin Luther King Day Breakfast	Human Rights Commission	Ticket Sales	Event expenses	\$ 5,000
Non-School Property Maintenance Fund	Recreation Commission	Field Rentals	Maintenance and Improvements	\$60,000

Reporting: The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this article.

ARTICLE 24: AUTHORIZATION TO ADJUST SPOUSAL BENEFIT FOR SURVIVING SPOUSES OF RETIREES

MOVED: That the Town will vote to accept the provisions of MGL Chapter 32, section 101, third paragraph so as to provide an increase in the annual allowance payable to certain surviving spouses of accidental and ordinary disability retirees from **\$6,000 to \$12,000**. *(Majority)*

The Board of Selectmen, Warrant Committee, and Retirement Board will report on this Article.

ARTICLE 25: AUTHORIZATION TO INCREASE COLA BASE BY RETIREMENT BOARD

MOVED: That the Town will vote to approve the decision of the Belmont Contributory Retirement Board pursuant to MGL Chapter 32 section 103(j) to increase the maximum Cost of Living Adjustment base to **\$13,000**. *(Majority)*

The Board of Selectmen, Warrant Committee, and the Retirement Board will report on this Article.

ARTICLE 14: APPROPRIATION FROM LANDFILL STABLIZATION FUND

MOVED: That the Town will vote to appropriate **\$770,000** for the purpose of performing improvements to the former incinerator site and to meet this appropriation, **\$770,000** to be appropriated from the Landfill Stabilization Fund. (*Two-thirds*)

Reporting: The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this article.

ARTICLE 20: OTHER POST EMPLOYMENT BENEFITS (OPEB) STABILIZATION FUND

MOVED: That the Town appropriate and transfer **\$472,092** from the General Fund (Free Cash), and to appropriate and transfer a total of **\$99,645** from the Water Enterprise Fund, the Sewer Enterprise Fund and the Light Enterprise Fund to the Other Post Employee Benefits (“OPEB”) Stabilization Fund for the purpose of funding Other Post Employment Benefits, as follows:

Town	82.6%	\$472,092
Light	3.6	20,645
Sewer	7.3	42,000
Water	<u>6.5</u>	<u>37,000</u>
Total	100%	\$571,737

(*Majority*)

ARTICLE 19: FISCAL YEAR 2019 BUDGET APPROPRIATION AND TRANSFER BALANCES TO FUND THE FY19 BUDGET

MOVED: A) That under General Government, **\$4,789,622** be raised and appropriated.

MOVED: B) That under Employee Benefits, **\$7,878,788** be raised and appropriated for Retirement expenses.

MOVED: C) That under Employee Benefits, **\$3,329,096** be raised and appropriated for Other Reserves, including Health Insurance, Insurance and Salary Reserve.

MOVED: D) That under Public Safety **\$14,518,286** be raised and appropriated.

MOVED: E) That under Belmont Public Schools **\$56,985,592** be raised and appropriated.

MOVED: F) That under Minuteman Regional School **\$846,771** be raised and appropriated.

MOVED: G) That under Public Services **\$13,909,431** be raised and appropriated.

MOVED: H) That under Human Services, **\$3,333,401** be raised and appropriated.

MOVED: I) That under Debt and Interest on Debt **\$4,737,401** be raised and appropriated.

(*Majority*)

Reporting: The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this article.

ARTICLE 19:

AUTHORIZATION TO TRANSFER BALANCES

MOVED: That **\$4,412,877** be transferred from the following available funds to meet a portion of the FY2019 operating budget expenses in such sums as listed below:

- a) **\$235,000** from fund balance in Abatement and Exemption Surplus Account
- b) **\$650,000** from Belmont Municipal Light Department to offset the tax rate
- c) **\$1,613,913** from Unreserved Fund Balance (Free Cash)
- d) **\$90,000** from Parking Meters Receipts
- e) **\$173,553** from Water Revenue for indirect costs
- f) **\$139,052** from Sewer Revenue for indirect costs
- g) **\$125,000** from Capital Endowment Fund for various capital expenditures
- h) **\$28,416** from Capital Projects Fund for various capital expenditures
- i) **\$17,602** from Bond Premium Amortization
- j) **\$1,340,341** from General Stabilization

(Two-thirds)

MOVED: That the entire revenue derived from the sale of electricity to private customers, municipal departments, including the cost of street lighting and from jobbing during the twelve months beginning **January 1, 2018**, be allocated and appropriated for the operating expenses of the Municipal Light Department including out-of-state travel, all said appropriations and payments to be expended under the direction of the Municipal Light Board and that the Town Accountant is hereby authorized to make such transfers on the books of the Town. *(Majority)*

Reporting: The Board of Selectmen, Warrant Committee, and Capital Budget Committee will report on this article.

Capital Budget Committee

FY 2019 REPORT TO TOWN MEETING MEMBERS

May 30, 2018



FY2019 Capital Budget Committee Report to Belmont 2018 Annual Town Meeting

Introduction

In the Capital Budget Committee (“CBC” or “this Committee”) Annual Town Meeting Report, the CBC deliberately repeats some of the material from its previous reports. This decision is motivated by two considerations. First, every year brings new Town Meeting Members. The Committee believes that some of them may benefit from the background provided. Second, some of this Committee’s recommendations and observations are a work in progress. Although each year we have more developments to report, this Committee believes that it is worthwhile to keep this material in the minds of Town Meeting Members. The report contains captions to assist readers in finding their way through the report.

The report touches on the following topics:

- Who Is the CBC and What Does It Do?
- What is the Difference between the Common Understanding of “Capital Asset” and the CBC Responsibility?
- Some General Remarks
- The Community Preservation Act and Its Interaction with the Capital Budget
- The Town’s Roads and Sidewalks
- Status of Large, Extraordinary Capital Projects
- Belmont High School Building Project
- Policy Adoptions
- Additional Classroom Space
- Financial Task Force Capital Budget Recommendations
- Major Capital Projects Working Group
- Privately Funded Capital Improvements
- Recommendations for FY2019 Capital Budget
- Enterprise Funds
- Five-Year Projection of Belmont’s Capital Needs

As discussed below, only the last three items are required by the Town’s by-laws to be reported to Town Meeting. The Committee believes, however, that the rest of the material is useful.

Who Is the CBC and What Does It Do?

The Capital Budget Committee is established by Article 13 of the Town by-laws. There are seven members: three are appointed by the Moderator for terms of three years; the other four are the chairman (or a member appointed by the chairman) of the Board of Selectmen, the Warrant Committee, the Planning Board, and the School Committee, all of whom serve at the pleasure of the appointing authority. The members of the Committee who acted on the FY2019 Capital Budget recommendations are:

M. Patricia Brusch (Moderator appointee)
Susan Burgess-Cox (School Committee)
Jennifer Fallon (Warrant Committee)
Anne Marie Mahoney (Moderator appointee)
Mark Paolillo (Board of Selectmen)
Stephen Pinkerton (Planning Board)
Rebecca Vose (Moderator appointee)

Mrs. Mahoney serves as the Committee's chairman and Ms. Vose serves as its secretary. Glen Castro, Budget Analyst for the Town, serves as staff liaison to the Committee. Either Patrice Garvin, Town Administrator, or Phyllis Marshall, Assistant Town Administrator attended Committee meetings.

According to Article 13 of the Town's by-laws:

It shall be the duty of the Committee annually to prepare a capital report showing, for each six years hence following a list of those public improvements and non-recurring major equipment needs which, in its opinion, represent the most necessary enhancement projects or purchases to be undertaken by the Town during each such year. The report shall include the probable cost of each such improvement or purchase and the Committee's recommendations as to the method of financing them.

This spring the Committee has devoted its time to review and analyze the FY2019 capital requests from town departments and the schools. The Committee also received and discussed updates on major capital projects which this year included the high school and library along with the efforts to address the police and DPW facilities.

While the CBC has long identified the above major projects as needing to be addressed, in 2015 the Financial Task Force (FTF) sub-group on Capital Projects examined all outstanding capital needs in the Town with a goal of providing a comprehensive plan to deal with them. The efforts of the FTF built on the 2013 work of the CBC to develop criteria for assessing and prioritizing all the Town's potential capital projects, including the Concord Avenue campus and its component parts. Further, the Facilities Manager hired in calendar 2013 presented a refined and coordinated set of capital requests. The most significant development in prioritizing capital projects is the Massachusetts School Building Authority's 2016 decision to move forward with plans to renovate or rebuild Belmont High School. (More detail on this and other building

projects is presented below.) Further action on the major capital projects is discussed in the section Major Capital Projects Working Group.

In an effort to streamline the Capital Budget process, the Committee requested that a preliminary or draft capital budget be formulated through the Town Administrator and then presented to the Capital Budget Committee in the same manner as the current operating budget is formulated each year by the Town Administrator and presented to the Board of Selectmen and then to the Warrant Committee. Items recommended by the School Department, are discussed by the financial sub-committee but not reviewed by the School Committee before coming to the Capital Budget Committee. Their requests, like the other facilities requests, come to the CBC through the Director of Facilities. Requests that are funded by the Town's enterprise funds are submitted directly to the Committee for recommendations to Town Meeting.

In preparing to recommend an annual Capital Budget, the Committee collects requests from Town departments (including the School Department) for capital expenditures to be made from enterprise funds, from state reimbursements, and from general tax. With respect to items to be paid from general tax, the Board of Selectmen proposes to the Warrant Committee and the Capital Budget Committee an amount to be spent in the Capital Budget. (The override vote in April 2015, which approved additional funding for the capital budget in FY16 and FY17, will be discussed in greater detail below.) After receiving requests from Town departments and [a] proposed general tax budget allocation[s] from the Board of Selectmen, the Committee, at its meetings, interviews representatives from those departments that have made requests.

This year continued to be challenging for the Capital Budget Committee. Patrice Garvin, our new Town Administrator came on board in the middle of January and, understandably, needed extra time to review the budget material. Further, the former Director of Facilities retired in December and his assistant left near the same time leaving the department without full time oversight. Phyllis Marshall kept the department running but was not able to give the CBC a fully defined list of requests. Thus, the CBC got a very late start on their review of the department requests, which was further complicated by storm cancellations of important meetings to review those requests. Nonetheless, the individual members of this Committee reviewed copies of the departmental requests and developed individual questions regarding those requests. Those individual questions were then pooled and submitted to the departments in writing. Some of our discussion with department heads this year centered on what did not appear on the list, what they anticipated would appear in future years, and what could they delay for another year.

After interviewing department representatives,¹ the Capital Budget Committee proceeds to assemble a recommended budget for the next fiscal year. The Committee considers each item that has been requested and votes whether that item should be included in its recommended budget. The item is included if it receives a majority vote; unanimity is not required. The requests for capital funds from various departments are, at the request of the Committee, presented by each department in a priority order. This is particularly helpful when the Committee is confronted with requests that are technical and have implications only for the department making the request. When, however, the request is less technical and/or has

¹ In some instances department heads withdraw, add or adjust specific requests as a result of new information that becomes available after budgets have been submitted and sometimes as a result of the interview process itself. This happened in a few instances for FY2019.

implications for others outside the department making the request, the Committee often exercises its own sense of priority.

What Is the Difference between the Common Understanding of “Capital Asset” and the CBC Responsibility?

The definition of capital expenditure for which the Committee is responsible is *not* the common understanding of a capital asset – it is a narrower concept. The common understanding of a capital asset is some asset that can be used and enjoyed for an extended period of time, often taken as more than one year, or that can be used to produce another product. It is often thought of as anything that is not for immediate consumption. This is *not* the definition with which this Committee works.

Note the key words in the by-law responsibility quoted previously – “public improvements and non-recurring major equipment needs.” An example of the differences between the two concepts that is very relevant to the Town’s budgeting process is police cruisers. In common understanding, an automobile is a capital item but a police cruiser is a “recurring” item. (The average front-line cruiser is driven 25,000-30,000 miles in its first year. Cruisers must be replaced on a regular cycle.) In the view of the Committee, replacement of police cruisers belongs in the regular operating budget. As mentioned below, there are other items that should be considered part of the operating budget that have a tendency to find their way into the capital budget process.

In an effort to draw a “bright line” between what it would consider and not, more than twenty-five years ago a previous Capital Budget Committee established a \$10,000-per-item requirement for requests addressed to it. In 1985, it was the intent of the then Capital Budget Committee to raise that amount to \$12,500 but that did not happen.

Although the existing criteria for inclusion in the Town’s Capital Budget could be considered very outdated, the CBC’s review of the criteria recently produced no significant changes. The CBC communicates with the Town departments on a regular basis about what it expects to see in capital requests and what it will not entertain. The Committee ultimately decided that there were no comprehensive criteria that could adequately define what departments should consider capital requests and decided to leave the loose criteria of \$10,000 minimum and at least ten years of useful life, with the exception of technology. The Committee also recommended that the Town should consider establishing a technology fund for computer and other technological purchases. In addition to dealing with technology, the Committee will also explore a recommendation to the Town Administrator on handling the facility manager’s requests so that requested items qualify as capital. Finally, after reviewing requests for pavement work in parking lots and driveways, as well as around school sites, the CBC wonders if all pavement requests should go through the DPW.

Meanwhile, increasing pressure on the Town’s operating budget resulted in the virtual elimination of a line item (“Capital Outlay”) in departmental budgets under which the small or recurring capital items had been purchased. (This line item has now been restored, but for FY2019 the limited funds available do not militate in favor of adequate funding of many requests under this category.) An even more insidious thing began to happen. Maintenance was not pursued. As noted below, the inevitable result of wear, tear, and simple weathering plus

maintenance neglect is the seeming transmutation of a current expense item (maintenance) into a seeming capital expenditure (starting all over again). The current dismaying condition of the Town's streets, some of which have deteriorated so badly that they cannot be repaired but must be rebuilt – literally from the ground up – resulted (unsuccessfully, as noted below) in a targeted, separate funding proposal. This is why the Committee has approved requests for work at the Chenery Middle School, which might be considered maintenance, this year over other worthy requests. The Committee believes that keeping our newer facilities in good repair should be a priority, and in the end, a cheaper option than major renovations in the future.

Confronted by increasing pressure from smaller or recurring requests, previous Capital Budget Committees, loathe to see necessary expenditures unmet, tried to accommodate small items and recurring items within previous Capital Budgets – often by turning a blind eye to the practice of aggregating separate items in order to meet the \$10,000 threshold. As noted below, the current Capital Budget Committee is making a vigorous effort to confine the Capital Budget to items that are truly “public improvements and non-recurring major equipment needs.” As also noted below, however, members of the Committee do not feel that small capital items and recurring capital items are inappropriate expenditures for the Town; indeed, members of the Committee feel that the smaller capital expenditures, recurring expenditures, and maintenance of capital assets are very important and should be funded annually under their own explicit headings in each department's operating budget. The members of the Committee feel, however, that the Capital Budget should be available to meet the needs of the Town that are truly “public improvements and non-recurring major equipment.” If at the end of the review process there is a small amount of money remaining in the capital budget allocation, the Committee has recommended funding maintenance or repairs that should have been included in the regular operating budgets of certain departments when those repairs relate to health and safety issues, e.g., replacement of windows and overhead doors at the DPW building the former for heat conservation and the latter for safety reasons. The Committee is recommending both repairs in the FY19 capital budget.

Some General Remarks

There are some general topics, which the Committee wishes to emphasize to the Town Meeting. They are an envelope study and a coordinated approach.

In 1994, the Town commissioned a study of the roofs of major municipally owned buildings and embarked on a program to ensure that its buildings are weather tight above. (The roof program is further discussed below.) More recently, the School Department completed an envelope study of its buildings with the same objective.² (An envelope study is a study of the material enclosing the interior of a building, exterior walls, windows, doors and roof. These items enclose a building and are referred to as the building envelope.) The approach with respect to the non-School-Department assets of the Town is somewhat different. The facility audit has addressed this.

² The total estimate for work identified by the School Department envelope study was \$6.8 million, originally to be phased over five years. Many of the needs identified by the study might be classified for the operating budget rather than for the allocation to this Committee under the criteria discussed earlier in this report. Nevertheless, the figure indicates the magnitude of the task faced by the Town to protect its investment in capital assets. Much of this work has been completed. It is hoped that the entire project will wrap up over the next few fiscal years.

These studies form the basis of the extraordinary, large capital projects discussed below or for individual current capital budget requests. Over the last several years, the Committee has recommended funding phases of these large on-going projects. This year's very limited capital budget makes impossible the funding of any phase, however, small, of these on-going projects.

The Committee applauds the Town for taking steps toward a coordinated approach to its capital needs and budgeting for those capital needs. Six years ago the School Committee and the Board of Selectmen entered into an agreement to create a single department that will deal with building and grounds maintenance and needs. At the time, the Library Trustees were not signatories to this agreement, however, they benefitted from input on their capital requests from the new director. The Library Trustees last year finalized an agreement to become part of the consolidated facilities department. In the fall of 2013 the Town hired a director for this consolidated facilities department. In FY13, in anticipation of the initial work that will be done by this department, the building managers of the Town and the School Department recommended a facility audit of all buildings that had not been renovated in the last twelve (12) years in order to assess their status and to enable this new department head to begin to prioritize projects. The amount appropriated was \$175,000. The completed audit continues to inform the capital requests for facilities for FY19. The Committee will work with the BOS to ensure that the Facilities Department is adequately funded in the operating budget to handle routine maintenance.

Issues of coordination include acquisition and reuse of replaced equipment. A spirit of cooperation has developed among the departments who now make an effort to offer "hand-me-down" vehicles and equipment to other departments. In the past, this Committee noted examples of this spirit involving vehicles and emergency generators. Issues also arise regarding programs that have application to more than one Town operation. Recent examples include the proposals for building security, police and fire radio system, and a "reverse 911."

Community Preservation Act and Its Interplay with the Capital Budget

As has been reported previously herein, the Capital Budget Committee has long supported additional funding to address the Town's capital budget needs. One relatively new source of funding for certain types of capital projects is the Community Preservation Act (CPA) adopted by the Town in 2011 after voters accepted the act in November 2010. Fiscal 2014 was the first year of funding of projects under the CPA. Eligible projects must fall into the categories of affordable housing, recreation/open space, and historic preservation. This Committee is again pleased to see the range of projects proposed by the CPA Committee for funding. Some, if not most, of these projects would not meet the criteria for funding in the capital budget, not because they lack merit but because the Town has long stopped supporting certain types of projects for lack of money. Further, the projects on which CPA money can be spent, though very worthy, for the most part may not be considered central to the core functions of town government. This year the CPA projects include funds to design a new Town Field playground, build an accessible walking path around the Grove Street playground and design a Gazebo for Payson Park. These would most certainly be CBC requests were they not funded by the CPA. CPA funds may not always lessen the burden on the Town's capital budget but will support worthy projects that enhance the quality of life in Belmont and preserve valuable public assets that would otherwise suffer neglect. It should also be noted that the Committee, which oversees these CPA projects,

requests that project sponsors, where applicable, engage in private fundraising to defray the cost of their project and coordinate their scope and timing of work with the DPW director.

The Town's Roads and Sidewalks

Although the maintenance (including rebuilding, if needed) of the network of streets in Town is (or should be) a recurring item, the funds for providing the Town with its streets have traditionally been included in the Capital Budget. As this Committee has observed previously, since much of the work on the Town's streets must be planned and contracted for in advance and actually accomplished in warm weather over more than one fiscal year, the pavement management program of the Town would greatly benefit from a stable and predictable budgeting atmosphere. An adequate pavement management program could easily use the Town's entire Capital Budget, but this Committee believes that some of the funds available to the Capital Budget should be available for the Town's many other capital needs. In an effort to address as many needs as feasible, this Committee regularly recommends about half its annual allocation (an amount based on the 2001 override) plus the targeted state aid ("Chapter 90") to roads, and the remainder to other capital requests. In order to make the available road funds as effective as possible, until this year the Selectmen instructed the Department of Community Development to expend funds only on the travel surface, omitting almost all curb and sidewalk work. The Selectmen recently adopted a new policy with respect to curbing that will affect pavement work going forward. In 2014 the Committee was able to use \$200,000 in one-time funds for sidewalks and in 2015, the override vote included \$200,000 for sidewalk repair. In the FY19 budget, that sidewalk figure has grown to \$215,000. (The Department includes curbs and handicap accessible sidewalks at intersections. The Trapelo Road/Belmont Street corridor included both sidewalks and curbs because that is a state – and state-funded – project.) Sidewalk and curb construction to enhance safety around schools has traditionally been funded. This year that includes safety improvements at the Winn Brook School. The Committee prefers that all pavement work including those in and around schools be considered and funded through the Pavement Management Program to ensure that the work is appropriately prioritized and executed. This is especially important in a year of very lean capital budget funding such as FY19.

The Committee included extensive discussions of the Town's streets and efforts to maintain them in its 2009 and 2010 reports to the Annual Town Meeting. The reader is referred to those reports for more detailed information.

Status of Large, Extraordinary Capital Projects

Here is a summary of some of the large capital projects the Town is pursuing or faces – projects that cannot be undertaken within this Committee's annual allocations from general tax. This information will give the reader background on these projects. Some of these projects are now being addressed under a small subcommittee of the Capital Budget Committee – Major Capital Projects Working Group.

High School

The Belmont High School building project is well underway. The process directed by the Mass. School Building Authority (MSBA) is somewhat different from the usual town process, making the Feasibility Study section fairly lengthy and then the Schematic Design is a much shorter

process. As of this writing the project is at the end of Feasibility Study and anticipating submitting a Schematic Design to the Authority on July 11.

During the past year the Belmont School Committee voted to change the grade structure of the schools so that the new high school will accommodate grades 7 through 12. The anticipated enrollment (approved by MSBA) is 2215 students, with approximately 360 to 370 students per grade. There will be both a lower school section and an upper school section for the students with all students sharing common facilities such as Field House, cafeteria, music and art classrooms, and the auditorium.

The building committee studied many configurations for the facility, and ended up approving a configuration that allowed the renovation of the current Field House, small gymnasium, swimming pool, and lockers. Other spaces will be new and will be built to both the east and west of these existing spaces. The anticipated size of the new facility will be 445,000 square feet.

At the time of this writing, full cost estimates are not yet certain, that will come mid to late June. However preliminary cost estimates anticipate a cost of \$296,000,000. The MSBA will reimburse the town for 40% of eligible project costs. Many items are not reimbursable including the pool, parts of the Field House, landscaping, legal fees, athletic fields, and a large percentage of site costs. Right now it is anticipated that Belmont's portion of the total cost will be in the 74 to 76% range. The final reimbursement figure will be set by the MSBA in late July, following the Schematic Design submission.

As of May 2018 it is anticipated that the BHS Building Committee will request the Board of Selectmen to place a debt exclusion ballot question on the November 2018 State Ballot. If successful, this will be followed by a Town Meeting vote to proceed with the design and construction of the project. Plans are currently underway for a summer to fall 2019 construction start, with full occupancy in 2023 (current grades 9 to 12 will likely occupy the new and permanent space earlier). The timing of construction is longer than past projects due both to the large size of the new facility, and the fact that the students will need to remain in the current building during the construction, then will move into the new portion, while the current building is demolished and the lower school portion is built and all the work on the fields is performed.

Memorial Library Building

A Feasibility Study for a new Memorial Library was completed in 2017. The Board of Library Trustees approved the recommendation of the Feasibility Study Committee for a new building on the current site. Following that the Trustees put an article before the 2017 Annual Town Meeting requesting the appointment of a Building Committee for a new library. The first step for the Building Committee will be to produce a schematic design, which will serve as the basis for a capital fundraising campaign to make a significant contribution to funding the project.

The Building Committee was formed and began meeting in January 2018. The budget for the Committee is funded half by an appropriation from the town and half by the Belmont Library Foundation, an independent §501(c)(3) organization originally formed to raise funds for a new Library. The Committee expects to hire an OPM for the project by the end of May and hopes to

hire an architect before the fall to begin work on the schematic design. Concurrently, the Library Foundation has begun the early stages of a capital campaign, coinciding with the celebration of the 150th anniversary of the Library's founding.

The Capital Budget Committee expects the design process and the fundraising campaign to continue through at least 2019 and a debt exclusion for the project to come before the voters sometime after 2020.

Police Station

The Belmont Police Station and the Concord Avenue site of both the Police Station and the Belmont Electric Light Building have been studied for many years. In 2007-2008, a feasibility study was done of the Police Station, which explored a renovated facility on the current site and also explored a new facility located at either the current site or at the site of the Belmont Public Library. In the past year the focus for both the Police Station and the Library has shifted and building projects are currently being proposed for both facilities on their existing sites. The construction of a new Electric Light Substation will make that area currently next to the Police Station available space for another project in the not too distant future. Although studies have suggested that the Police require a 30,000 sq. ft. building, which could be located at either the incinerator site or the DPW yard, the current work suggests that a 24,000 sq. ft. facility is appropriate and would be better located on the current site. Please see the section on Major Capital Projects Working Group as well as the separate report from the DPW/Belmont Police Department Building Committee for recommendations on the future of the Police Station.

Department of Public Works Facility

In 2006, a study was done of the needs of the DPW, which includes many departments, among them Cemetery, Water, Parks and Recreation, and Highway. The estimated cost of consolidating and replacing the buildings on site at the Town yard was nearly \$20M (in 2006 dollars). This estimate was updated as part of the facilities audit and is now \$28M. Please see the section on Major Capital Projects Working Group as well as the separate DPW/Belmont Police Department Building Committee report for current recommendations on the future of the DPW. These reports will recommend both short-term, emergency renovations at the DPW as well as a long-term, permanent solution.

Other Projects

There are other, less-well-defined projects that have received some consideration by this or other committees of the Town. They include the White Field House and the Vigliolo skating rink as well as the future use of the incinerator site once it is capped. (In 2015 a group of ice hockey supporters began discussions with School administrators, the School Committee and the BOS about a private/public partnership to construct a new rink. The prospect of a new or renovated high school building has put those discussions on hold.) Also on the horizon are some updating needs at schools that have not been renovated in the past 20 years. These include the Daniel Butler School (renovated in 1979-80), and the Winn Brook and Burbank Schools (renovated in 1987-89). A study to explore the needs for these facilities is among the items covered in the facilities audit. Finally, future plans for a Community Path and affordable housing should also be part of the Town's capital project planning.

Policy Adoptions

Policies Related to Debt Service and Funding of Multi-Year Projects

In 2013, at the urging of the Town Treasurer the Committee developed and adopted a policy on the amount of the Town's Capital Budget that will be spent on debt service. As the Town uses debt or lease/purchase arrangements to acquire large capital items, such a policy satisfies municipal bond rating agencies (e.g., Moody's) of the fiscal soundness of the Town's assumption of debt obligations.

This policy is as follows:

The Capital Projects Discretionary budget will set aside not more than 33% for debt service/lease purchase payments. The request must be greater than \$100,000 with a useful life of 10 years. The Treasurer will provide annually and update the Capital Budget Committee with an amortization schedule of payments. The Capital Budget Committee will review this policy annually by February 1 and forward to the BOS, Warrant Committee, Town Accountant, and Treasurer an update on the review.

The Committee has endorsed a policy with respect to multi-year capital projects that it will not recommend funding the next year of such projects until substantial progress has been made.

Additional Classroom Space

In response to continuing growth in enrollments at all levels of the school system, Superintendent John Phelan formed a Space Study Task Force in the fall of 2015 to advise the School Committee of possible solutions to the burgeoning numbers. This committee (details found in the School Committee Report to Town Meeting) included the chairman of the Capital Budget Committee since expenditures to address growing enrollments would likely come from the Capital Budget. The Space Task Force has met on an as-needed basis to address the space needs of all school buildings.

The Task Force's recommendations have resulted to date in the acquisition of additional modular classrooms at the Burbank, Chenery and High School. Please refer to the FY18 Capital Budget Committee Report for details on funding of these units. To address the space needs of our schools, the School Committee recently approved a plan to reconfigure grades and design the high school building project for 7th through 12th grades. This plan alleviates overcrowding pressure in all of our schools.

In this interim period before the high school building project is completed, the CBC anticipates that future requests to fund modulars and/or to outfit additional classrooms may become more and more difficult to include in our limited budget allocation.

Financial Task Force Capital Budget Recommendations

In the late fall of 2013, the Board of Selectmen formed a Financial Task Force with broad representation from elected and appointed committees and boards as well as citizens with

financial expertise. The purpose of the task force was “to develop a multi-year Financial and Capital Investment Plan; to critically review various programmatic topics for both Town and School Departments; to understand current and future expenditure and revenue issues to support quality municipal and educational services and capital improvements.” The FTF and the various sub-groups met monthly through January 2015 - culminating in the Selectmen’s decision in February 2015 to place a \$4.5 million override on the annual Town election ballot in April, which passed.

For FY17 the CBC received an additional \$120,000, which was used in combination with the FY16 \$120,000 to provide a combined borrowing capability of \$1.0 million to replace the Belmont High School fire alarm system in the summer of 2016. The additional yearly infusion of \$200,000 for sidewalks and \$300,000 for roads, plus 2.5% each year, is reflected in each Capital Budget going forward.

The Capital Projects sub-group of the FTF recognized the four major capital projects that were, at that point, unaddressed: BHS, Police Station, DPW and Memorial Library as well as the incinerator site and skating rink and attempted to define a process for dealing with those projects. (See FTF report to 2015 Annual Town Meeting for further details.) Based on the criteria of need, certain site, updated plan, and current cost estimate the sub-group recommended that the remaining projects be done in the following priority order: Belmont High School, incinerator site, DPW, Library and Police Station.

By spring of 2018, as noted elsewhere in this report, these four major projects have building committees; are engaged in the design process; and will be recommending various actions to to the Town Meeting.

Finally, the CBC continues to request a predictable annual allocation of \$3.0 million for capital requests from the department heads.

Major Capital Projects Working Group (MCPWG)

Belmont has diligently addressed numerous of the capital projects identified in 2000 as being in need of repair, renovation or replacement. The MCPWG picked up the FTF’s recommendations with the four major projects that remain – Belmont High School, the DPW facility, the Police Station and the Library. Lesser projects such as the incinerator site and the rink/field house are also still outstanding.

In January of 2016 the Belmont High School project received approval for funding from the MSBA. This automatically made the high school the first of these big four projects to go forward. Also, in 2016 the Board of Library Trustees partnered with the Capital Budget Committee to do a feasibility study for a future library at its present location. That study is complete and recommends a new building on the existing site.

Special Town Meeting in November 2017 approved the formation of building committees for both the Memorial Library and the DPW/BPD. The Library Building Committee will form a schematic design for a new building on the existing site in order to begin a fundraising campaign. The DPW/BPD BD has a proposal to put before the June session of Annual Town Meeting for funding renovations at the DPW and renovations and new construction at the Police Station. Please see separate building committee reports for details.

Three members of the Capital Budget Committee served on the MCPWG: Mark Paolillo from the BOS, Pat Brusch from the Permanent Building Committee and Anne Marie Mahoney, from the CBC. They worked throughout 2017 along with Roy Epstein, chair of the Warrant Committee, former Town Administrator David Kale, Assistant Town Administrator Phyllis Marshall, Town Treasurer Floyd Carman and new Town Administrator Patrice Garvin.

The MCPWG is pleased that their analysis and advocacy may come to fruition in a plan for completing all four of the major capital projects in the near future. Financing these projects will be a challenge for the Town but to finally have a solution for all four facilities is well worth the work that all parties have contributed to this effort.

Privately Funded Capital Improvements

Each year “private” groups such as the Soccer Association, Little League and Parents of ... groups provide much needed improvements and upgrades to our fields and recreational facilities. Without their generous support in donating irrigation systems for Winn Brook field sprucing up the White Field House, and raising funds to replace playground equipment at the Winn Brook and Butler as examples, this much needed work would fall to the Capital Budget or become a request for CPA funds. In summer 2015 private donations funded the replacement of the varsity basketball court floor at the high school. Recently, a group of ice hockey supporters expressed interest in a private/public partnership to replace the Viglirolo Rink; as the high school project proceeds and the plans for that campus become clear, we eagerly await such a partnership’s becoming reality.

In 2016 the Capital Budget Committee worked with donors to form a creative solution to funding the Press Box at the Harris Field. This final piece of the original 2001 renovation of the field was finally approved for construction. Because the Capital Budget did not have \$240,000 to fund the Press Box the following cumulative funding solution was offered: \$40,000 remaining from the 2001 Harris Field Building Committee; \$125,000 of unused Capital money from the 2014 Harris Field replacement project; \$75,000 pledged by the Belmont Boosters and other donors. This project was completed before the 2017 football season and was well used both for football games and other community events at the field.

The community spirit shown in each of these partnerships is much appreciated by the department heads and the Committee and should be recognized by the citizens of the Town.

Recommendations for FY2019 Capital Budget

For FY2019, the Committee received requests for \$3.3 million in capital expenditures. This does not include requests that will be covered in separate Warrant articles for water and sewer equipment and projects funded by enterprise funds, which are generated from user fees. Nor does it include Chapter 90 funds. The total available funding for the Capital Budget for FY2019 is the same amount. The funds for discretionary spending are \$1,400,765; Pavement Management funds are \$1.68 million as a result of the 2001 and 2015 overrides; Chapter 90 money is \$542,433 or a total Pavement Management budget of \$2.21 million; sidewalk repair is \$215,000 In contrast, for FY2018, the Committee initially received requests for more than \$3.2

million dollars in capital expenditures and had roughly \$1.318 million in discretionary funds to meet those needs.

Traditionally, the amount requested for projects that this Committee believes are appropriate and important is far less than the available funds. This year the process was delayed by the vacancy in the Town Administrator position until January, although the CBC cannot say enough about how ably Phyllis Marshall managed the duties of Acting Town Administrator and did the job of Facilities Director while that position remained unfilled. Historically, the Committee received an unedited list of capital requests from department heads. Through the interview process members made decisions about what items to support using their judgment informed by a broader perspective of competing Town needs and priorities. For the last five years the Committee was given a heavily scrubbed list and saw only certain capital requests from department heads thereby undermining the ability of the CBC to exercise discretion in what capital items to recommend to Town Meeting. The Committee looks forward to a return to an unedited capital budget from the new Town Administrator that restores to the CBC its critical role in a comprehensive assessment of the Town's capital needs.

Overall, the CBC is usually presented with a large number of requests and limited funds with which to address only the most pressing requests each year. As reported to past Town Meetings, the Committee believes that the Town's allocation to the Capital Budget each year should be at least \$3.0 million (exclusive of money devoted to roads) and that that amount should increase each year by the same 2½% allowed to other aspects of the Town's general tax budget. One positive aspect of capital funding is that both the 2001 and the 2015 overrides, plus the 2½% annual growth has boosted the Pavement Management Program to the maximum level that the departments can manage in a construction season. While our roads and sidewalks are still in desperate condition in many areas of town, we are spending all we can reasonably spend in a season without tying the town up in road closure knots. However, a study of the five-year chart at the end of this report indicates that, even with an increased allocation for the Capital Budget, some years will present a challenge. Without increased allocations, further creative financing is inevitable. In addition, the Committee has gone on record as strongly supporting the efforts of the Warrant Committee to establish a system whereby the condition of the Town's large capital assets can be assessed, indexed, and tracked from year to year.

Article 22 in the warrant will contain the Committee's FY2019 recommendations. In addition to the annual Capital allocation, this Committee routinely recommends reallocation of funds previously appropriated for capital projects that are now complete.

PUBLIC SAFETY

Police Domain Controller Servers: The existing servers are at the end of their useful life. They are no longer eligible for maintenance or updating.

Ambulance and Cardiac Monitor Replacement: This is the first year of the Fire Department's five-year program to fund a replacement for the cardiac monitor in the ambulance. Each year the Committee sets aside \$7000 for this monitor, which costs \$35,000. The cardiac monitor was replaced this past year so this is the first year of contributing to its replacement fund.

Similarly, each year the Committee sets aside money for the purchase of a new ambulance. Since a new ambulance was purchased in FY17, this is year two of the five-

year program and the set aside is now \$65,000 to reflect the increased cost of a new ambulance.

PUBLIC FACILITIES

Envelope Repairs to Leonard Street Fire Station: These repairs are necessary to correct the original, improper installation of windows and to prevent further deterioration of the building.

Replace Winn Brook Fire Alarm System: This system is on the verge of obsolescence and needs to be replaced.

Replace Butler Emergency Generator: The existing generator is at the end of its useful life.

Refinish Chenery Auditorium Stage Floor: The floor is 20 years old and needs to be refinished.

Upgrade Chenery Auditorium Lighting Control System: The existing system is original to the school and requires an upgrade.

Chenery Stage Equipment Risk Assessment: This will provide information about the safe, efficient functioning of 20-year-old equipment and recommendations for its upgrade or replacement.

Replace DPW Overhead Doors: These doors are very old creating a dangerous situation.

Remove and Replace DPW Windows: Broken windows interfere with heating the building as well as pose security risks to the building.

LIBRARY

Install Automatic Door Locking System: This is to enhance security at the Library and is recommended by the Police Department as a result of its security assessment of that building.

DEPARTMENT OF PUBLIC WORKS

Replace Truck (#116): This is a 2008 F550 Dump Truck in heavy use by the Cemetery Division. The old one will be traded-in.

SCHOOLS

Upgrade Network Wiring: This project replaces existing wiring at Burbank, Butler and Winn Brook that is 20 years old and is brittle and breaking down due to age. The new wiring will have greater capacity and will improve system speed and reliability.

INFORMATION TECHNOLOGY

Fiber Network Engineering and Design: This is the second phase in updating the Town and School's fiber network. The project is related to the repurposing of the Belmont Municipal Light Building where one of the two main hubs for the network is located. It will create a plan to meet the future networks needs in town in view of future building projects.

Add Data Storage Network: This funds an upgrade of the Storage Area Network, which will reach full capacity within 12-18 months

OFFICE OF COMMUNITY DEVELOPMENT

Pavement Management: This continues the yearly infusion of money into the Town's Pavement Management program, which is discussed in greater detail in the narrative of the report. The Director of Community Development will report at Town Meeting on the specific streets to be paved with the FY 2019 funds. Of particular note is the project for pedestrian safety upgrades at the Winn Brook School, which will include the installation of raised elements to slow down vehicular traffic in the school zone.

ENTERPRISE FUNDS

The Director of Community Development who is responsible for the management of these programs reports annually to the Committee on the status of these undertakings and funding mechanisms. They are described here but are not part of the annual capital budget allocation.

Water Main Replacement Program: This is the continuation of the 30-year project to replace all the unlined cast iron pipe in the town's water distribution system (approximately 40% of the system) to ensure a continued reliable supply of clean water. The project was originally approved by Town Meeting in 1995.

Water Main Bond Repayment: The Water Main Replacement Program (described above) is funded in part by taking advantage of no-interest loans from the MWRA through the Local Pipeline Assistance Program (LPAP). This is an integral part of the capital finance plan for the upgrade of the Town's water system.

Replace 1 Ton Pick-up Truck (#82): This truck is used daily for a variety of needs of the Water Division. The retired truck will be traded-in.

Sewer and Drain Repair: This funds the Town's ongoing program to repair infrastructure and alleviate flooding. Primarily on roads programmed for reconstruction under the Pavement Management Program.

Sewer Permit Compliance: This will pay for consulting services to ensure compliance with new federal storm water permitting requirements [going](#) into effect July 1, 2018. (The implementation date was pushed to July 1, 2018. This money instead helped fund the EPA investigate work also funded by the item below).

Sewer and Drain Investigation, Evaluation and Repair: As required by federal EPA, this project will address potential problem areas where sewer lines could leak into stormwater lines. The State DEP will provide a loan at a very low interest rate to defray the cost of potential sewer and stormwater rehabilitation work.

Replace ½ Ton Pick-up Truck (#10): This replaces a 2006 Pick-up Truck in daily use by the Highway Division for the sanitary sewer maintenance program.

Replace 3 Cubic Yard Trailer Mounted Hotbox (#48): This replaces a 2009 mounted box in use seasonally by the Highway Division for the sanitary sewer maintenance program.

Smart Meter Replacement Program (Phase III): This is upgrades an Advanced Meter Infrastructure system and allows for instant consumption reads, leak detection and efficiencies in billing and customer access to their accounts.

The Committee's recommendations for FY2019 are set forth in the motions that correspond to Article 22 in the warrant. Water and sewer rates have been set appropriately to finance the expenditures recommended under Article 16. Chapter 90 Highway Funds from the State are covered in Article 21.

Five-Year Projection of Belmont's Capital Needs

It is the responsibility of the Capital Budget Committee to present to the Town Meeting, in addition to the items to be funded in the upcoming fiscal year, a list of the expected projects for the following five years. (The available data, however, is often not precisely five years: the implications of some entries go beyond five years and, in a few instances, only four years projections are available. FY2019, dealt with above, is sometimes taken as year one.) In the past, it has been the practice of the Capital Budget Committee to compile this five-year list from requests from department heads and to present it largely unaltered.³ For this year, we will continue with this practice. In particular, we have not deleted items that are to us not within our mandate (see second section, above). The appearance of an item in the chart should not be taken as a decision on our part that an item is properly within this Committee's jurisdiction. We might later screen out some items as more appropriate for the operating budget. This chart is a raw document for planning purposes only. The items in the chart have not been "vetted" either by the Town Administrator or the Capital Budget Committee. The chart is attached to this report.

One will note in the chart that there are items requested for buildings that may receive major renovation or replacement in the future. We are uncertain of the timing of any of these projects, and so have included repairs that have been identified in the year that it appears such a need will

³ Some changes have been made, however, for editorial consistency. Another change is that the requests for FY2019 that could not be recommended have been added to the appropriate year (usually FY2020). The later change is somewhat arbitrary because many of these requests will in fact be modified before the departments make them (or substitute requests) again. This is because it often seemingly puts two years of a multi-year project into one year and because of "work arounds" that departments may have devised in the meantime. These workarounds may involve grants, gifts, funds diverted from operations, help from other departments, different approaches to the underlying problem, combination with other projects, and so forth. The Committee, however, believes it is best to keep these matters in mind.

occur. It is expected that any expenditures of a capital nature will be carefully thought out in terms of the expected future of the facility. However, the buildings do have to function, and be safe and comfortable, for as long as they are being used.

This Committee asked that departments submit costs estimated for the year matching the effective date of the request, thus requiring an adjustment for the economy in future years. Some departments tried to comply with this request; others did not. Moreover, unmet capital requests from the past that we have tried to carry forward are shown at the values originally submitted (without adjustment). Finally, most of the capital items are subject to a bidding process before they are actually purchased. Therefore, these cost values should be treated as only roughly comparable orders of magnitude.

Because the Pavement Management Program must be executed on a seasonal basis, the Committee has not attempted to cast the full planning for roads by the Community Development Department in this fiscal year chart form. The Committee has met in past years with the Director of Community Development, has reviewed his planning and is satisfied that the Pavement Program will make good use of any funds that this Committee is able to allocate to that Program for the indefinite future. A more extensive discussion of the roads situation is available in the previously cited reports of the Belmont Pavement Management Committee.

This chart contains some expenditures for sewer and water enterprise funds. The Director of Community Development is responsible for some of those projects in his capacity as Town Engineer. (As a general matter, the Director of Community Development is responsible for sewer capital projects and those items are in the Community Development Department budget; the Director of the Public Works Department is responsible for water capital expenditures and those items are in the DPW budget. The Committee has been assured that planning for water and sewer projects is coordinated between the departments.) Some water and sewer projects are funded or to be funded from the proceeds of borrowing previously authorized or which the Town Engineer hopes will be authorized. The debt service for that borrowing will be included in the operating budgets of the enterprise funds.

The Parks Division and the Cemetery Division have been combined but are still carried separately for budgeting purposes.

The request by non-school Town Technology for Phase II of a multi-year project to relocate fiber optic hubs (see 2014), and related requests in subsequent years, anticipates the disposition of the current main library and the former Municipal Light Department headquarters on Concord Avenue. These buildings house the two main hubs for the Town's fiber network, without which the Town's computer, telephone, security and radio systems would not work. Any sale or reconstruction of these buildings will require moving the hubs, a multi-year process that needs to start no fewer than three years before sale or reconstruction.

As the five-year chart demonstrates, it is doubtful that the Town can fund all worthy capital requests in coming years from the current, annual allocation to the capital budget. The Committee recommended financing some acquisitions (lease/purchasing of Police and Fire equipment) in previous years. Two years ago the override vote allowed the Town to move ahead with two projects deemed of vital importance and urgency through the Committee's increased borrowing capability. Among other possible financing approaches the Committee may consider in future are so-called BANS (bond anticipation notes), leasing, capital outlay exclusions, and

debt exclusions. It is very likely that the Committee will make further recommendations in this regard in coming years.

Anne Marie Mahoney, Chairman
Rebecca Vose, Secretary
M. Patricia Brusch
Susan Burgess-Cox
Jennifer Fallon
Mark Paolillo
Stephen Pinkerton

FY18-FY23 Capital Budget Request - Capital Discretionary

	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>TOTAL</u>
DEPARTMENT OF PUBLIC WORKS							
Sidewalk Maintenance	\$ 215,000	\$ 220,000	\$ 225,000	\$ 230,000	\$ 235,000	\$ 240,000	\$ 1,365,000
Sidewalk Maintenance Sub Total	\$ 215,000	\$ 220,000	\$ 225,000	\$ 230,000	\$ 235,000	\$ 240,000	\$ 1,365,000
							\$ 1,365,000
Major Capital Equipment Replacement Costs							
Highway							
10' Material Spreader (#70)(#74)(#73)	\$ -	\$ 19,950	\$ 19,950	\$ -	\$ 19,950	\$ -	\$ 59,850
Central Fleet Utility Truck (#6)	-	69,615	-	-	-	-	\$ 69,615
1.5 Ton Sidewalk Roller (#62)	-	-	16,535	-	-	-	\$ 16,535
Snow fighter Conversion (#32)	-	-	-	-	47,185	-	\$ 47,185
9' Material Spreader (#67)	-	-	-	-	-	11,500	\$ 11,500
Administrative Vehicle	-	-	-	-	-	40,000	\$ 40,000
Parks							
10 Foot Cut Riding Lawn Mower	-	78,600	-	-	-	-	\$ 78,600
19000 GVW Dump Truck (#106)	-	83,895	-	-	-	-	\$ 83,895
Small Front End Loader (#108)	-	86,800	-	-	-	-	\$ 86,800
Toro 16 Foot Cut Riding Mower	-	-	88,500	-	-	-	\$ 88,500
1 Ton 4WD Pickup Truck (#110)(#102) (#104)	-	-	47,100	47,100	47,100	-	\$ 141,300
Cemetery							
19,000 GVW Dump Truck (#116)	15,000	-	-	-	-	-	\$ 15,000
Loader Backhoe (#120)	-	121,000	-	-	-	-	\$ 121,000
1 Ton 4WD Pickup Truck (#117)	-	-	47,100	-	-	-	\$ 47,100
19000 GVW Dump Truck (#119)	-	-	-	83,895	-	-	\$ 83,895
Recreation							
Replace Concord Ave Softball Field Lights & Poles	-	250,000	-	-	-	-	\$ 250,000
Sub Total	\$ 15,000	\$ 709,860	\$ 219,185	\$ 130,995	\$ 114,235	\$ 51,500	\$ 1,240,775
	\$ 230,000	\$ 929,860	\$ 444,185	\$ 360,995	\$ 349,235	\$ 291,500	\$ 1,240,775
POLICE DEPARTMENT	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
Replace Police Domain Controller Servers	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000
Replacement of CAD/RMS Server	-	30,000	-	-	-	-	\$ 30,000
Replace Telephone and Radio Logging Recorder	-	-	16,500	-	-	-	\$ 16,500
Replace LiveScan Fingerprint System	-	-	-	20,000	-	-	\$ 20,000
Replace Police Radio Repeaters	-	-	-	-	45,000	-	\$ 45,000
Base Radio Infrastructure Town Wide Request	-	-	-	-	-	-	\$ -
Sub Total	\$ 24,000	\$ 30,000	\$ 16,500	\$ 20,000	\$ 45,000	\$ -	\$ 135,500
							\$ 135,500
TOWN CLERK	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
Election Systems Upgrade	\$ 75,000	\$ 22,500	\$ -	\$ -	\$ -	\$ -	\$ 97,500
Sub Total	\$ 75,000	\$ 22,500	\$ -	\$ -	\$ -	\$ -	\$ 97,500
							\$ 97,500

FY18-FY23 Capital Budget Request - Capital Discretionary

INFORMATION TECHNOLOGY	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
Fiber Network Engineering & Design Services	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Additional Data Storage Network	80,000	-	-	-	90,000	-	\$ 170,000
Network Construction Services	-	250,000	-	-	-	-	\$ 250,000
Sub Total	\$ 130,000	\$ 250,000	\$ -	\$ -	\$ 90,000	\$ -	\$ 470,000
							\$ 470,000
LIBRARY	FY19	FY20	FY21	FY22	FY23 and Beyond		TOTAL
Upgrade Light Fixtures Throughout (Phase 2)	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Book Drop Awning With Lighting	-	25,000	-	-	-	-	\$ 25,000
Automatic Door Locks	14,669	-	-	-	-	-	\$ 14,669
Replace/ Rebuild Front Stair Entrance & Railings (Upper)	-	37,120	-	-	-	-	\$ 37,120
Landscaping Redesign	-	44,080	-	-	-	-	\$ 44,080
Upgrade Fire Alarm System	-	100,000	-	-	-	-	\$ 100,000
Exterior Masonry & Railing Repairs General	-	13,500	-	-	-	-	\$ 13,500
Upgrade/ Replace Unit Ventilators			80,000	-	-	-	\$ 80,000
Chiller Rooftop Replacement	-	-	224,640	-	-	-	\$ 224,640
Replace Windows And Exterior Doors	-	-	300,000	-	-	-	\$ 300,000
Automatic Sprinkler System (wet)	-	-	-	250,000	-	-	\$ 250,000
Building Control System	-	-	-	248,000	-	-	\$ 248,000
Replace/Rebuilt Front Entrance Stairs & Railings (Lower)	-	-	-	-	157,248	-	\$ 157,248
Repave Parking Lot (storm water, regrading, etc.)	-	-	-	-	241,920	-	\$ 241,920
Replace Interior Doors & Hardware	-	-	-	-	120,000	-	\$ 120,000
Renovate 8-10 bathrooms (new toilets and plumbing)	-	-	-	-	210,000	-	\$ 210,000
Replace HVAC system	-	-	-	-	1,200,000	-	\$ 1,200,000
Upgrade Electrical Coverage and Service	-	-	-	-	14,400	-	\$ 14,400
Elevator Replacement	-	-	-	-	250,000	-	\$ 250,000
New Furniture Throughout (tables w/ electrical, more comfy seating)	-	-	-	-	53,222	-	\$ 53,222
New Storm Windows	-	-	-	-	29,030	-	\$ 29,030
Interior Glazing	-	-	-	-	10,400	-	\$ 10,400
New Service Desks	-	-	-	-	29,030	-	\$ 29,030
Sub Total	\$ 14,669	\$ 269,700	\$ 604,640	\$ 498,000	\$ 2,315,250	\$ -	\$ 3,702,259
							\$ 3,702,259

FY18-FY23 Capital Budget Request - Capital Discretionary

FIRE DEPARTMENT	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
Cardiac Monitor Replacement \$7,000 for 5 years *Equaling the \$35,000 Cardiac Monitor Cost *Will be Replaced in FY18	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 42,000
Ambulance Replacement \$65,000 for 5 years *Equaling the \$325,000 Ambulance Cost *Will be Replaced in FY22	65,000	65,000	65,000	65,000	65,000	65,000	\$ 390,000
Replace 2003 Pumper	-	656,000	-	-	-	-	\$ 656,000
Replace Shift Commander's Response Vehicle	-	63,000	-	-	-	-	\$ 63,000
Portable Radio Replacement	-	-	140,000	-	-	-	\$ 140,000
Replace Staff Car	-	-	-	-	60,000	-	\$ 60,000
Replace 2005/2014 Engine	-	-	-	-	656,000	-	\$ 656,000
Replace 2007 Engine (In 2027) - 656,000	-	-	-	-	-	-	\$ -
Replace 2014 Ladder Truck (In 2029) - \$1,092,000	-	-	-	-	-	-	\$ -
Replace 2019 Engine (In 2034) - 656,000	-	-	-	-	-	-	\$ -
Sub Total	\$ 72,000	\$ 791,000	\$ 212,000	\$ 72,000	\$ 788,000	\$ 72,000	\$ 2,007,000
FACILITIES DEPARTMENT	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
Town/School Security Upgrades Design (Year 4 of 6)	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 400,000
System Wide Building Envelope	-	200,000	200,000	200,000	200,000	-	\$ 800,000
Purchase Facilities HVAC Tech Van	-	-	-	-	-	-	\$ -
Systemwide univent rebuild/replacement (multiple years)	-	-	-	-	-	-	\$ -
CheneryMiddle School FY18	-	50,000	50,000	50,000	-	-	\$ 150,000
Chenery - Refinish Gym Floor	-	-	-	-	-	-	\$ -
Butler Cafeteria Flooring - Asbestos & moisture mitigation	-	-	-	-	-	-	\$ -
Butler Replace boilers (Year 2 of 2)	-	50,000	-	-	-	-	\$ 50,000
Butler Replace emergency generator	39,375	-	-	-	-	-	\$ 39,375
Burbank Replace boilers (Year 2 of 2)	-	60,000	-	-	-	-	\$ 60,000
Winn Brook - Replace Master Clock System	-	47,598	-	-	-	-	\$ 47,598
Higginbottom Pool Resurfacing	-	50,000	-	-	-	-	\$ 50,000
Chenery Middle School Resurface Auditorium Stage	30,000	-	-	-	-	-	\$ 30,000
Chenery Middle School Stage Equipment Risk Assessment	15,000	-	-	-	-	-	\$ 15,000
Burbank - Site redevelopment study	-	50,000	-	-	-	-	\$ 50,000
Chenery - Upgrade Auditorium Lighting Control System	25,750	-	-	-	-	-	\$ 25,750
School Parking Lot and Sidewalk Paving Management (Yr. 1 of 5)	-	100,000	100,000	100,000	100,000	100,000	\$ 500,000
Lawn Mower for Maintenance Department	-	15,000	-	-	-	-	\$ 15,000
One 6-Wheel (1 ton) Dump Truck to Replace Current Silverado	-	48,709	-	-	-	-	\$ 48,709
Winn Brook - Replace fire alarm system	172,937	-	-	-	-	-	\$ 172,937
BHS Pool Upgrade with Pool Pak Unit	-	50,000	-	-	-	-	\$ 50,000
	-	-	-	-	-	-	\$ -
DPW Overhead Garage Doors	45,000	-	-	-	-	-	\$ 45,000
DPW Window Replacement	25,000	-	-	-	-	-	\$ 25,000
Sub Total	\$ 353,062	\$ 921,307	\$ 550,000	\$ 350,000	\$ 300,000	\$ 100,000	\$ 2,574,369
							\$ 2,574,369

FY18-FY23 Capital Budget Request - Capital Discretionary

SCHOOL DEPARTMENT	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
Network wiring replacement program at Winn Brook, Butler, and Burbank Schools	\$ 77,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,750
Sub Total	\$ 77,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,750
							\$ 77,750
COMMUNITY DEVELOPMENT - PAVEMENT MANAGEMENT	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
Road Program (all elements) Excluding CH90	\$ 1,683,050	\$ 1,725,126	\$ 1,768,254	\$ 1,812,461	\$ 1,857,772	\$ 1,904,216	\$ 10,750,879
Capital Budget 2001	1,359,982	1,393,982	1,428,831	1,464,552	1,501,166	1,538,695	\$ 8,687,208
Capital Budget 2015	323,068	331,144	339,423	347,909	356,606	365,521	\$ 2,063,671
Chapter 90	542,443	535,089	535,089	535,089	535,089	535,089	\$ 3,217,888
Pavement Management Sub Total	\$ 2,225,493	\$ 2,260,215	\$ 2,303,343	\$ 2,347,550	\$ 2,392,861	\$ 2,439,305	\$ 13,968,767
							\$ 13,968,767
COMMUNITY DEVELOPMENT	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
Former Incinerator Site - Environmental Analysis and Building Demo*	\$ 770,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 770,000
Grove Street Playground - Offsite Improvements	-	-	-	-	-	-	\$ -
Pedestrian Safety Upgrades - Winn Brook School	42,700	-	-	-	-	-	\$ 42,700
Sub Total	\$ 812,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 812,700
							\$ 812,700
	*To be taken from Ash Landfill Stabilization Fund						\$ 812,700
GRAND TOTAL	\$ 4,014,674	\$ 5,474,582	\$ 4,130,668	\$ 3,648,545	\$ 6,280,346	\$ 2,902,805	\$ 26,451,620
							\$ 26,451,620
Net Discretionary: Excludes Pavement Management and Sidewalk Repair Requests, and Incinerator Site	\$ 804,181	\$ 2,994,367	\$ 1,602,325	\$ 1,070,995	\$ 3,652,485	\$ 223,500	\$ 10,347,853
							\$ 10,347,853

FY18-FY23 Capital Budget Request-Water and Sewer

DEPARTMENT OF PUBLIC WORKS	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
<i>Water Enterprise</i>							
Water System Improvement Program	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000
Water Main Bond Repayment	798,771	818,740	839,209	860,189	881,694	903,736	\$ 5,102,339
Smart Meter Program Phase III	500,000	-	-	-	-	-	\$ 500,000
<i>Major Capital Equipment Replacement Costs</i>							
1 - Ton Pickup Truck Replacement (#82)	47,100	-	-	-	-	-	\$ 47,100
37,000 GVW Dump Truck (#84)(#85)	-	136,820	-	136,820	-	-	\$ 273,640
1/2 Ton Pickup Truck (#78)	-	-	36,720	-	-	-	\$ 36,720
Administrative Vehicle (#81)(#77)	-	-	40,850	-	40,850	-	\$ 81,700
CAB Chassis (#87)	-	-	-	30,000	-	-	\$ 30,000
Closed Utility 4WD Truck (#88)(#83)	-	-	-	-	79,800	79,800	\$ 159,600
Subtotal	47,100	136,820	77,570	166,820	120,650	79,800	
TOTAL	\$ 1,595,871	\$ 1,205,560	\$ 1,166,779	\$ 1,277,009	\$ 1,252,344	\$ 1,233,536	\$ 7,731,099
							\$ 7,731,099

FY18-FY23 Capital Budget Request - Water and Sewer

DEPARTMENT OF PUBLIC WORKS - Sewer Enterprise	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
Major Capital Equipment Replacement Costs							
<i>Highway</i>							
1/2 Ton Pickup Truck (#10)	\$ 36,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,720
C3Y Trailer Mounted Asphalt Hot Box (#48)	\$ 47,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47,800
Smart Meter Program Phase III	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Trapelo Road Culvert Replacement	*						\$ -
Street Sweeper (#30)	\$ -	\$ 206,640	\$ -	\$ -	\$ -	\$ -	\$ 206,640
Front End Loader (#23) (#24)	\$ -	\$ -	\$ 214,200	\$ -	\$ 214,200	\$ -	\$ 428,400
1 Ton 4WD Pickup Truck (#4)(#21)(#5)	\$ -	\$ -	\$ -	\$ 47,100	\$ 47,100	\$ 47,100	\$ 141,300
1 Ton 4WD Pickup Truck (#7)	\$ -	\$ -	\$ -	\$ 47,100	\$ -	\$ -	\$ 47,100
3CY Trailer Mounted Asphalt Hot Box (#49)	\$ -	\$ -	\$ -	\$ 47,800	\$ -	\$ -	\$ 47,800
Emergency Service Van (#52)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,960	\$ 36,960
DEPARTMENT OF PUBLIC WORKS (SE) TOTAL	\$ 584,520	\$ 206,640	\$ 214,200	\$ 142,000	\$ 261,300	\$ 84,060	\$ 1,492,720
							\$ 1,492,720

FY18-FY23 Capital Budget Request - Water and Sewer

COMMUNITY DEVELOPMENT - Sewer Enterprise	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
<i>Outfalls Investigation (EPA) -</i>							
Sampling and Analysis	\$ 40,000	\$ 70,000	\$ 70,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 280,000
Design/ Engineering	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 150,000
Construction	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Sub Total	\$ 140,000	\$ 120,000	\$ 120,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 480,000
							\$ 480,000
<i>I/I Mitigation (MWRA) -</i>							
Design/ Engineering	\$ 50,000	\$ 25,000	\$ -	\$ 70,000	\$ 25,000	\$ -	\$ 170,000
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub Total	\$ 50,000	\$ 25,000	\$ -	\$ 70,000	\$ 25,000	\$ -	\$ 170,000
							\$ 170,000
<i>MS4 Permit (NPDES) -</i>							
Permit Compliance	\$ 30,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 405,000
Sub Total	\$ 30,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 405,000
							\$ 405,000
<i>Sewer and Drain Repairs -</i>							
Sewer and Drain CCTV and Design Report	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000
Sewer and Drain Relining and Point Repairs	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Sub Total	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 1,400,000
							\$ 1,400,000
Total CD Sewer Enterprise	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 455,000	\$ 430,000	\$ 2,455,000
							\$ 2,455,000
COMMUNITY DEVELOPMENT	FY19	FY20	FY21	FY22	FY23	FY24	TOTAL
<i>Loan Repayments (Debt Service)</i>							
Sewer Bond - FY06	\$ 161,377	\$ 157,477	\$ 153,577	\$ 149,677	\$ 140,777	\$ 137,027	\$ 762,885
DEP CWSRF pt1	\$ 445,665	\$ 445,148	\$ 444,620	\$ 444,081	\$ 443,532	\$ 442,971	\$ 2,223,046
DEP CWSRF pt2	\$ 97,171	\$ 97,171	\$ 97,171	\$ 97,171	\$ 97,171	\$ 97,171	\$ 485,855
CWSRF (2012)	\$ 142,554	\$ 142,577	\$ 142,601	\$ 142,625	\$ 142,650	\$ 142,675	\$ 713,007
Future Borrowing (DEP)	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 875,000
Sub Total	\$ 1,021,766	\$ 1,017,373	\$ 1,012,970	\$ 1,008,554	\$ 999,130	\$ 994,844	\$ 5,059,793
							\$ 5,059,793
COMMUNITY DEVELOPMENT TOTAL	\$ 1,521,766	\$ 1,517,373	\$ 1,512,970	\$ 1,508,554	\$ 1,454,130	\$ 1,424,844	\$ 7,514,793
							\$ 7,514,793
TOTAL SEWER ENTERPRISE	\$ 2,106,286	\$ 1,724,013	\$ 1,727,170	\$ 1,650,554	\$ 1,715,430	\$ 1,508,904	\$ 9,007,513
							\$ 9,007,513

DEPARTMENT OF PUBLIC WORKS/BELMONT POLICE DEPARTMENT BUILDING COMMITTEE

Report to Annual Town Meeting - May 30, 2018

It is with great enthusiasm that the members of the Department of Public Works/Belmont Police Department Building Committee (DPW/BPD BC) present our recommendations for the future of both facilities. We earnestly request your support of Article 23 so that these critical projects can begin construction as soon as possible.

Please note, because the Town Clerk required this report for distribution three weeks prior to the presentation of Article 23, final numbers are not included here but will be presented at Town Meeting.

BACKGROUND

Both the DPW and Police facilities have been studied for years. Numerous feasibility studies in the 1990s and early 2000s pointed to the urgent need for major renovations or new construction of both facilities. The DPW was last upgraded in 1981. Renovations to the police station were done in 1995 but that work was confined to the front lobby and the dispatch area along with some minor upgrades to locker space. All subsequent studies have ranked both facilities as the most in need of immediate attention, more so than the high school or library.

Specifically, the DPW needs: locker and toilet space for both genders; an appropriately sized break room; meeting and training space; full accessibility for employees; appropriate heating and cooling. The Police Station needs to be fully accessible for both employees and the public, which requires an elevator. In addition, the police need: a safe means of bringing in and processing prisoners as well as securing firearms; holding cells that meet safety standards; locker and toilet space for both genders; secure storage for evidence and documents.

Following extensive discussions at the Capital Budget Committee the Major Capital Projects Group (MCPWG) was formed by the Selectmen in early 2017 to attempt to form a plan for prioritizing, sequencing, and funding all four projects. It was clear to the MCPWG that in the face of the magnitude of the Belmont High School project and the desire of the Board of Library Trustees to build a new library a very creative solution to the DPW and Police Station would be required.

The MCPWG met with the Town's consultant, Symmes, Maini, and McKee Associates, to quantify the immediate needs of both departments and to identify workable solutions. The Group recommended a two-pronged approach to Special Town Meeting last fall: emergency short-term renovations to both facilities that was estimated to cost a total of \$4.4 million and permanent long-term solutions for both facilities that should happen within ten years. The Group always understood that both long and short-term solutions for the DPW would be more straightforward since their site had ample space for both renovations and new construction. The Group suggested that a newly constructed police station could be located at the DPW yard.

The Town Meeting Moderator appointed the DPW/BPD BC following the November 13, 2017 Special Town Meeting to oversee both projects simultaneously. The Town Meeting approved using \$383,230 from the Kendall Insurance Fund for schematic design of proposed solutions. The Building Committee held its organizational meeting in early December and worked quickly to hire an Owner's Project Manager (OPM) and an architect.

COMMITTEE MEMBERS

Kathleen Cowing	Secretary, Town Meeting Member (TMM)
Roy Epstein	Warrant Committee Chair, MCPWG, TMM
Anthony Ferrante	Vice-Chair, TMM, Recreation Commission, Community Preservation Com. (CPC)
Anne Marie Mahoney	Chair, CBC, MCPWG, CPC, TMM
Stephen Rosales	Town Hall Complex Building Committee, TMM
Judith Ananian Sarno	Treasurer, TMM, DPW yard abutter
William Shea	Permanent Building Committee
Michael Smith	Historic District Commission, TMM

Assisting the Committee

Patrice Garvin	Town Administrator
Richard McLaughlin	Police Chief
Jamie MacIsaac	Assistant Police Chief
Jason Marcotte	DPW Director
Michael Santoro	DPW Assistant Director

PROFESSIONALS

A subcommittee of the whole conducted searches and interviews for both an Owner's Project Manager (OPM) and an architect in January and February. With unanimous support of the full Building Committee the Committee hired:

Thomas Gatzunis of Daedalus Projects, Inc. of Boston as the OPM. Tom's hiring has been a real coup for the Committee since he served as Belmont's Director of Community Development for twenty-two years before becoming the Commissioner of Public Safety for the Commonwealth of Massachusetts for eleven. His knowledge of both sites as well as the codes and regulations is most beneficial to the committee.

Theodore Galante of The Galante Architecture Studio, Inc. of Cambridge as the architect. Ted has proven to be very creative and nimble, working well with the committee members while thinking outside the box in a way that has produced outstanding designs for both facilities.

PROCESS

The DPW/BPD BC has met on an aggressive schedule since hiring Gatzunis and Galante in February. The Committee reviews designs and cost estimates nearly weekly and will continue to refine this work until we present it to Town Meeting on May 30. Chief McLaughlin and Assistant Chief MacIsaac along with Director Marcotte and Assistant Director Santoro have been an integral part of the process. Each has brought the evolving designs to their respective employees for feedback and returned to us with good suggestions. Further, Michael Smith, a member of the Town's Historic District Commission and an architect himself, has supported Galante in creating a design for the Police Station that respects the exterior Georgian design of the building.

Department of Public Works

The DPW was always going to be a two-part project: short-term emergency solutions to be constructed as soon as possible and permanent new construction on the DPW yard within ten years.

The emergency solution includes modular units on the back of the existing main building to provide accessible locker room and shower facilities for both genders and flexible space for training and quiet

rest during protracted storms. In addition, the existing breakroom will be upgraded and expanded, space will be created to serve as a check-in area for contractors during storms and a small modular unit for office space will be added on the front of the building. Details will be presented at Town Meeting.

Police Station

The Committee expected that short-term solutions for the police station would be difficult to accomplish due to the site configuration and the design of the existing building. Galante and his team immersed themselves in the project and presented a series of designs that increasingly met the needs of the police department, respected the historic nature of the building, and made the best use of the site and the existing structure. The design we will present to Town Meeting includes an elevator, new locker and shower facilities for both genders, and a sally port for safe admittance of prisoners into the building as well as weapons security. In addition, the design includes new holding cells for both genders, expanded office space, greatly expanded storage space, and a second stairwell for emergency egress. The exercise area and firing range are retained. There is new vehicle access from Pleasant St. and increased parking. The building will be about 24,000 sq. ft. upon completion, which meets modern standards for a town the size of Belmont.

What the Committee has accomplished with this design is, in effect, a permanent solution for the police at a cost that is greatly below the cost of a new station and only modestly more than the cost of emergency, temporary fixes. The renovations and additions meet the needs of the police for the foreseeable future. The project can proceed independently of the eventual use made of the Belmont Municipal Light Department parcel next door. Details will be presented at Town Meeting.

RECOMMENDATION

Department of Public Works

The DPW/BPD BC recommends that the Town vote to approve renovation of the existing facility and construction of modular units at the DPW facility. The Committee intends these units to last for the next ten years. Prior to that ten year point the Committee recommends in the strongest of terms that a plan and financing be adopted for permanent construction of a new DPW facility on the existing site.

Belmont Police Department

The DPW/BPD BC recommends that the Town vote to approve renovation of existing space and addition of new space in the police station to create a permanent, up to date police facility.

Details

Details of design and cost will be presented at Town Meeting. The final cost will not exceed what the article will request. The final cost when construction is completed could be less than requested. Construction can begin as soon as a final design and construction documents can be completed by the architect and approved by the Building Committee. Because the OPM and architect are already in place, work can continue as soon as the article is passed on May 30.

Construction of each project will proceed on its own timeline. The DPW work should be completed by the end of 2019. The police station will require more design work and will be a more complicated construction project. The project will need to be phased to minimize the necessity for relocation of any functions and police personnel along with the cost of doing so. The police station could be complete some time in 2020. The existing Building Committee will continue to oversee both projects until completion.

FINANCES

Our finances break out as follows:

Allocation from November 2017 Town Meeting for Design and OPM services	\$383,230
OPM, Designer contracts for work presented to Town Meeting	\$141,000
Funds remaining for balance of OPM and Design work	\$242,230
Article 23 Request for Total Construction Project Costs will be in a range of	\$7.4 to \$8.9 million
DPW Range of \$1.2 to \$1.4 million	
Police Range of \$6.2 to \$7.5 million	

Sources

It is the intention of the Building Committee, in consultation with the Town Administrator and Town Treasurer, to recommend bonding the projects and paying the debt on the bonds without a debt exclusion. Sources for funding are presently being explored and may include the proceeds from the sale of the Cushing Square Parking Lot and Capital Budget accumulated turn back money. Specific recommendations will be presented at Town Meeting.

IN SUMMARY

The DPW/BPD BC cannot thank the police and DPW employees enough for their cooperation, patience, advice, enthusiasm and selfless understanding of the needs of the other department. They have been a joy to work with.

The Town of Belmont is so fortunate to have the kind of people working for the Town who give of themselves with very little expectation of recognition. These employees, in many cases citizens, of our Town work every day to keep Belmont humming and they deserve a humane, accessible, and safe place to work. This is the time for Belmont to step up and make this project happen.

Please view to better understand the existing conditions of both facilities:

<http://www.belmontmedia.org/watch/talk-town-bpd-and-dpw>

Respectfully, submitted,

Anne Marie Mahoney

DPW/BPD BC Chair

DPW/BELMONT POLICE DEPT BUILDING COMMITTEE

Public Meeting

Thursday, May 24

7:00 PM

Beech Street Center

Preview plans for proposed renovations & additions.

Tours

Saturday May 12

Monday May 21

Tuesday May 29

DPW 9:00 am to Noon — Enter from C St.

Police Noon to 3:00 pm — Enter front door.

See conditions and challenges of both facilities.

View a tour: <http://www.belmontmedia.org/watch/talk-town-bpd-and-dpw>
<https://youtu.be/EVFl9oViDN0>



Department of Public Works

Interdepartmental Memo

To: Jay Marcotte, Director of Public Works

From: Mark Mancuso, Water Division Manager

Date: May 10, 2018

Re: Status of FY19 Water Main Replacement Project

WATER SYSTEM IMPROVEMENT PROGRAM PROGRESS REPORT FOR FISCAL YEAR 2019

The former Board of Water Commissioners, now the Water Advisory Board, after a competitive process, selected Weston and Sampson Engineers, Inc. to perform a comprehensive evaluation of the water distribution system which serves the Town. The primary focus of the study was the water distribution system and its: age, condition, chronic water main break events and persistent water quality concerns. The study concluded that considerable work was necessary to correct problems and deficiencies and to ensure a continued supply of safe, clean drinking water to our customers with adequate quantities of water for fire protection both now and into the future. To achieve these goals, Weston and Sampson recommended that all unlined cast iron water main be replaced with a new, larger diameter, cement lined ductile iron pipe. Unlined cast iron pipe comprised approximately 41% of the system which serves about 60% of the population of Belmont. Considering system wide pipe age and condition and economic factors, it was recommended that this work be done in increments with a completion date 30 years after commencement. This plan was approved and initially funded by the 1995 Town Meeting. The 30 year plan is known as The Water System Improvement Program. This program is guided by a 20 year capital plan and currently funded with a combination of utilizing the Massachusetts Water Resources Authority (MWRA) Local Pipeline Assistance Program (LPAP), Local Water System Assistance Program (LWSAP), which both are no-interest loan funds, Municipal Bonds and an annual budget appropriation.

The Department of Public Works Water Division is pleased to present this report of the FY19 Water Main Replacement Program.

Water Main Replacement Program 2019

The FY 19 – 2018 Capitol Water Main Replacement Project will consist of the streets listed below. This project will be funded by utilizing our MWRA zero interest loan, Municipal bond and budget appropriation.

- **Robinwood Rd.**
(Winter St. to Concord Ave.) - 820 Linear Feet
- **Hough Rd.**
(Robinwood Rd. to Marsh St.) – 500 Linear Feet
- **Marsh St.**
(Hough Rd. to Concord Ave.) – 300 Linear Feet
- **Woodbine Rd.**
(Marsh St. to end) – 900 Linear Feet
- **Concord Ave.** (East Bound side)
(Underwood St. to Bright Rd.) – 470 Linear Feet
- **Concord Ave.** (EB)
(Stewart Terrace to Blanchard Rd.) – 500 Linear Feet
- **Mill St.**
(Stanley Rd. to just north of # 170 Mill St.) – 320 Linear Feet
- **Mill St.**
(Trapelo Rd. to Hydrant across from MDC Building) – 790 Linear Feet
- **Mill St.**
(McLean meter pit to McLean Drive) – 200 Linear Feet
- **Clairemont Rd.**
(Prospect St. to Rockmont Rd.) –Abandonment of 1920 6" CI main
Transfer of services to 1975 8" DI main
- **Clairemont Rd.**
(Rockmont Rd. to Radcliffe Rd.) – 700 Linear Feet.

Total linear footage – 6325 Linear Feet.

Since the inception of the Water System Improvement Program in 1995, approximately 30.25 miles of water main will have been replaced after the completion of the FY19 project by larger diameter ductile iron cement lined pipe with a service life expectancy of about 100 years. The Water System Improvement Program is intended to replace and upgrade 38 miles of water main out of a total of 95 miles of pipe.

Respectfully submitted,

Mark Mancuso
Water Division Manager

**TOWN OF BELMONT
FY19 REVENUE**

DESCRIPTION	FY17 ACTUALS	FY18 RECAP REVENUES	FY19 REVENUES
A. REAL & PERSONAL PROPERTY TAXES			
REAL & PERSONAL PROPERTY TAXES	\$84,713,361	\$88,543,000	\$86,092,850
ALLOWABLE 2 1/2% INCREASE	\$0	\$0	\$2,152,321
NEW GROWTH	\$0	\$0	\$900,000
DEBT EXCLUSION	\$0	\$0	\$3,491,000
TOTAL	<u><u>\$84,713,361</u></u>	<u><u>\$88,543,000</u></u>	<u><u>\$92,636,171</u></u>
A. REAL & PERSONAL PROPERTY TAXES TOTAL	\$84,713,361	\$88,543,000	\$92,636,171

**TOWN OF BELMONT
FY19 REVENUE**

DESCRIPTION	FY17 ACTUALS	FY18 RECAP REVENUES	FY19 REVENUES
B. TOTAL LOCAL RECEIPTS			
MV EXCISE AND MEALS TAX	\$3,459,382	\$3,335,000	\$3,435,000
OTHER EXCISE (MEALS)	\$215,828	\$215,000	\$220,375
PENALTIES AND INTEREST	\$213,158	\$230,000	\$230,000
PAYMENT IN LIEU OF TAXES	\$49,513	\$36,000	\$36,000
OTHER TAXES TOTAL	\$3,937,881	\$3,816,000	\$3,921,375
AMBULANCE RECEIPTS	\$780,705	\$843,000	\$820,000
OTHER CHARGES FOR SERVICES TOTAL	\$780,705	\$843,000	\$820,000
FEES - TOWN CLERK	\$39,968	\$44,000	\$40,400
FEES - TREASURER	\$16,525	\$15,688	\$15,845
FEES-PARKING MARKING	\$20,500	\$29,421	\$29,715
DEPUTY FEES - CLEARING	\$650	\$1,351	\$1,365
FEES - APPEALS BOARD	\$5,050	\$7,000	\$7,070
ALARM FEES POLICE FEES	\$13,750	\$21,000	\$21,210
FEES-POLICE	\$2,045	\$3,000	\$3,030
FIRE MASTER BOX	\$10,325	\$18,000	\$18,180
FEES - FIRE	\$53,500	\$50,500	\$51,005
FEES TOTAL	\$162,313	\$189,960	\$187,820

**TOWN OF BELMONT
FY19 REVENUE**

DESCRIPTION	FY17 ACTUALS	FY18 RECAP REVENUES	FY19 REVENUES
RENTALS COA	\$14,450	\$17,500	\$17,500
OTHER LIBRARY	\$27,759	\$15,000	\$15,000
OTHER CEMETERY	\$125,172	\$100,000	\$100,000
OTHER RECREATION-PROGRAMS	\$1,000,565	\$1,000,000	\$1,025,000
OTHER SELECTMEN	\$32,500	\$30,000	\$30,000
OTHER TREASURER	\$724	\$0	\$0
OTHER ASSESSORS	\$55	\$250	\$250
OTHER TOWN CLERK	\$0	\$0	\$0
OTHER POLICE (PD ADMIN. FEE)	\$45,529	\$31,545	\$31,545
OTHER HIGHWAY - DISPOSAL FEES	\$0	\$0	\$0
OTHER HIGHWAY/RECYCLABLE	\$39,232	\$28,245	\$28,245
OTHER HEALTH	\$59,429	\$54,000	\$54,000
BUILDINGS DEPARTMENTAL	\$2,459	\$3,500	\$3,500
OTHER CONSERVATION COMMISSION (CDD)	\$0	\$0	\$0
OTHER MISCELLANEOUS	\$9,959	\$0	\$0
OTHER DEPARTMENTAL REVENUES TOTAL	\$1,357,833	\$1,280,040	\$1,305,040
LICENSES - SELECTMEN (LIQUOR)	\$65,976	\$51,000	\$56,375
LICENSES - TOWN CLERK	\$43,618	\$46,000	\$46,000
STREET OPENING PERMITS	\$36,750	\$34,000	\$34,000
LICENSES - POLICE	\$96,283	\$110,000	\$110,000
LICENSES/PERMITS - BUILDING	\$924,587	\$861,000	\$882,525
LICENSES AND PERMITS TOTAL	\$1,167,214	\$1,102,000	\$1,128,900

**TOWN OF BELMONT
FY19 REVENUE**

DESCRIPTION	FY17 ACTUALS	FY18 RECAP REVENUES	FY19 REVENUES
COURT FINES	\$11,380	\$5,735	\$5,878
VIOLATION FINES POLICE	\$19,360	\$26,265	\$26,922
FALSE ALARM FINES - POLICE	\$3,435	\$3,000	\$3,075
PARKING FINES	\$167,990	\$150,000	\$150,000
FINES AND FORFEITS TOTAL	\$202,165	\$185,000	\$185,875
TOTAL INTEREST	\$326,166	\$192,000	\$193,920
EARNINGS ON INVESTMENTS TOTAL	\$326,166	\$192,000	\$193,920
B. TOTAL LOCAL RECEIPTS TOTAL	\$7,934,277	\$7,608,000	\$7,742,930
C. OTHER AVAILABLE FUNDS			
RECEIPTS RESERVED APPROP-PARKING METERS	\$90,000	\$90,000	\$90,000
UNRESERVED FUND BALANCE (Free Cash)	\$1,705,000	\$2,322,850	\$1,613,913
TRANS BOND PREMIUM AMORTIZATION	\$20,185	\$18,824	\$17,602
FUND BALANCE ABATEMENT & EXEMPT/OVERLAY	\$235,000	\$235,000	\$235,000
TRANS FROM LIGHT DEPT FOR TAX REDUCTION (PILOT)	\$650,000	\$650,000	\$650,000
TRANS FROM WATER FOR OPER COSTS	\$166,000	\$170,150	\$173,553
TRANS FROM SEWER FOR OPER COSTS	\$133,000	\$136,325	\$139,052
TRANS FROM LEFTOVER CAPITAL ITEMS	\$153,657	\$74,322	\$28,416
CAPITAL ENDOWMENT FUND SPEC PROJ	\$125,000	\$125,000	\$125,000
TRANS FROM GENERAL STABILIZATION	\$0	\$0	\$1,340,341
TRANS FROM RECEIPTS RESERVED	\$1,084,200	\$0	\$0
TOTAL	\$4,362,042	\$3,822,471	\$4,412,877
C. OTHER AVAILABLE FUNDS TOTAL	\$4,362,042	\$3,822,471	\$4,412,877

**TOWN OF BELMONT
FY19 REVENUE**

DESCRIPTION	FY17 ACTUALS	FY18 RECAP REVENUES	FY19 REVENUES
D. STATE AID			
SCHOOL AID CHAPTER 70	\$7,111,770	\$7,800,233	\$9,036,713
SCH CONSTR-STATE AID	\$0	\$0	\$0
CHARTER SCHOOL REIMB	\$15,688	\$1,786	\$893
GENERAL MUNICIPAL AID	\$2,170,979	\$2,255,647	\$2,334,595
VETERANS' BENEFITS	\$42,755	\$23,997	\$17,116
LOSS OF TAXES VETERANS, BLIND, SURV SPOUSE	\$33,932	\$19,578	\$46,289
TOTAL	\$9,375,124	\$10,101,241	\$11,435,606
D. STATE AID TOTAL	\$9,375,124	\$10,101,241	\$11,435,606
GRAND TOTAL	\$106,384,804	\$110,074,712	\$116,227,584

Town of Belmont

Department Summary Report

	FY17 EXPENDED	FY18 TOWN FINAL VOTE	FY18 ADJUSTED BUDGET	FY18 TOWN EST EXP	FY19 PROPOSED BUDGET
0100 General Fund					
Legislative	\$14,596	\$24,576	\$24,576	\$24,576	\$25,494
Selectmen	\$47,585	\$126,743	\$126,743	\$126,743	\$85,693
Town Administrator	\$607,371	\$612,398	\$603,299	\$603,299	\$616,096
Reserve Fund	\$0	\$400,000	\$400,000	\$0	\$400,000
Town Accountant/Auditor	\$397,191	\$417,761	\$417,761	\$417,761	\$473,209
Assessors	\$346,157	\$416,154	\$416,154	\$416,154	\$447,251
Treasurer/Collector	\$597,954	\$637,707	\$637,707	\$637,707	\$646,474
Parking Clerk	\$41,742	\$43,044	\$43,044	\$43,044	\$78,044
Legal	\$349,759	\$297,500	\$297,500	\$297,500	\$297,500
Human Resources	\$291,162	\$308,067	\$298,068	\$298,068	\$309,350
Information Technology	\$875,711	\$919,874	\$919,874	\$918,033	\$942,522
Town Clerk	\$204,367	\$206,050	\$206,050	\$206,050	\$217,346
Elections & Registration	\$218,964	\$185,349	\$185,349	\$185,349	\$243,143
VFW & Amer Legion	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Total General Government	\$4,000,060	\$4,602,721	\$4,583,623	\$4,181,783	\$4,789,622

Town of Belmont

Department Summary Report

	FY17 EXPENDED	FY18 TOWN FINAL VOTE	FY18 ADJUSTED BUDGET	FY18 TOWN EST EXP	FY19 PROPOSED BUDGET
Retirement and Pension Contrib	\$6,957,151	\$7,345,623	\$7,345,623	\$7,345,623	\$7,878,788
Worker's Compensation	\$107,993	\$135,467	\$135,467	\$135,467	\$149,014
Unemployment Compensation	\$51,805	\$40,000	\$40,000	\$40,000	\$40,000
Health Insurance and Salary Reserves	\$1,520,070	\$2,351,004	\$2,075,948	\$1,669,490	\$2,628,350
Life Insurance	\$11,483	\$19,425	\$19,425	\$19,425	\$19,425
Medicare	(\$49,915)	\$6,500	\$6,500	\$6,500	\$6,500
Liability Insurance	\$370,088	\$441,643	\$441,643	\$441,643	\$485,807
Total Insurance and Benefits	\$8,968,675	\$10,339,662	\$10,064,606	\$9,658,148	\$11,207,884
Police Administration	\$519,238	\$535,542	\$554,880	\$554,880	\$551,206
Police Records	\$92,937	\$94,005	\$88,237	\$88,237	\$86,479
Police Patrol	\$4,351,112	\$4,456,258	\$4,543,156	\$4,543,156	\$4,549,250
Police Traffic Control (Not Sc	\$588,394	\$641,195	\$683,921	\$683,921	\$690,658
Police Detectives	\$582,827	\$586,852	\$704,145	\$704,145	\$698,044
Police Community Service	\$415,290	\$400,251	\$406,708	\$406,708	\$408,558
Fire Administration	\$811,290	\$820,827	\$820,827	\$820,827	\$813,024
Fire Suppression	\$5,560,533	\$5,548,924	\$5,548,924	\$5,548,924	\$5,467,213
Emergency Medical Services	\$185,910	\$199,900	\$199,900	\$199,900	\$199,250
Emergency Management (BEMA)	\$19,778	\$24,341	\$24,341	\$24,341	\$24,341
Public Safety Comm (911)	\$1,015,748	\$1,013,425	\$1,016,347	\$1,016,347	\$1,030,263
Total Public Safety	\$14,143,056	\$14,321,520	\$14,591,386	\$14,591,386	\$14,518,286

Town of Belmont

Department Summary Report

	FY17 EXPENDED	FY18 TOWN FINAL VOTE	FY18 ADJUSTED BUDGET	FY18 TOWN EST EXP	FY19 PROPOSED BUDGET
Education	\$50,124,987	\$52,969,485	\$52,969,485	\$52,969,485	\$56,985,592
Education - Minuteman	\$795,654	\$910,185	\$910,185	\$910,185	\$846,771
Total Public Schools	\$50,920,641	\$53,879,670	\$53,879,670	\$53,879,670	\$57,832,363

Town of Belmont

Department Summary Report

	FY17 EXPENDED	FY18 TOWN FINAL VOTE	FY18 ADJUSTED BUDGET	FY18 TOWN EST EXP	FY19 PROPOSED BUDGET
Community Development-Planning	\$208,854	\$271,449	\$271,449	\$271,449	\$275,032
Community Development-Admin	\$371,830	\$385,198	\$385,198	\$385,198	\$396,427
Building Inspection	\$255,685	\$333,403	\$340,554	\$340,554	\$339,938
Engineering Services	\$101,793	\$117,437	\$120,029	\$120,029	\$122,803
Public Works Administration	\$327,514	\$342,473	\$342,473	\$336,509	\$354,711
Street Maintenance	\$691,725	\$726,969	\$728,749	\$728,749	\$743,626
Snow and Ice Removal	\$1,055,406	\$749,591	\$749,591	\$749,591	\$761,465
Street Lighting	\$237,628	\$348,495	\$348,495	\$348,495	\$331,070
Central Fleet Maint HWY Fac	\$552,628	\$596,008	\$601,252	\$601,522	\$621,775
Forestry	\$324,894	\$308,398	\$308,398	\$308,398	\$322,050
Collection and Disposal	\$2,493,994	\$2,650,348	\$2,651,291	\$2,651,291	\$3,011,436
Cemetery	\$466,118	\$499,911	\$505,380	\$505,380	\$510,830
Recreation Administration	\$77,727	\$97,143	\$97,143	\$97,143	\$101,676
Recreation Programs	\$820,742	\$911,428	\$911,428	\$881,164	\$943,723
Parks	\$540,324	\$625,518	\$631,890	\$631,890	\$573,944
Deltas	\$74,464	\$75,650	\$76,675	\$76,675	\$79,460
Facility Department/Systemwide	\$800,325	\$1,069,038	\$781,868	\$781,868	\$741,615
Facility Department/Town	\$831,752	\$837,225	\$906,725	\$906,725	\$926,093
Facility Department/School-NonSalary	\$2,586,854	\$2,471,077	\$2,688,747	\$2,688,747	\$2,751,757
Total Public Services	\$12,820,257	\$13,416,759	\$13,447,335	\$13,411,377	\$13,909,431

Town of Belmont Department Summary Report

	FY17 EXPENDED	FY18 TOWN FINAL VOTE	FY18 ADJUSTED BUDGET	FY18 TOWN EST EXP	FY19 PROPOSED BUDGET
Animal Care and Control	\$66,780	\$69,448	\$69,448	\$69,448	\$70,653
Health Department	\$388,734	\$407,529	\$401,243	\$401,243	\$441,706
Council on Aging	\$379,862	\$399,157	\$399,157	\$399,157	\$421,106
Veterans' Services	\$63,796	\$112,014	\$112,014	\$112,014	\$113,676
Library Administration	\$202,995	\$201,893	\$201,893	\$201,893	\$195,805
Library Public Services	\$1,349,392	\$1,403,602	\$1,403,602	\$1,403,602	\$1,451,276
LibraryTech Services	\$302,734	\$314,608	\$314,608	\$314,608	\$318,682
Library Plant Operations	\$288,765	\$308,750	\$308,750	\$308,750	\$320,497
Total Human Services	\$3,043,057	\$3,217,001	\$3,210,715	\$3,210,715	\$3,333,401
Retirement of Debt	\$3,029,284	\$3,043,134	\$3,043,134	\$3,043,134	\$3,277,134
Interest on Long-term Debt	\$1,581,822	\$1,419,129	\$1,419,129	\$1,419,129	\$1,387,767
Interest on Short-term Debt	\$0	\$2,500	\$2,500	\$2,500	\$2,500
Int on Short term Debt Exclous	\$0	\$50,000	\$50,000	\$50,000	\$70,000
Total Debt & Interest	\$4,611,106	\$4,514,763	\$4,514,763	\$4,514,763	\$4,737,401
Abatements & Exemptions Allowance	\$820,878	\$800,000	\$794,554	\$794,554	\$800,825
Total Overlay	\$820,878	\$800,000	\$794,554	\$794,554	\$800,825
State Assessments and Charges	\$1,767,324	\$1,769,460	\$1,769,460	\$1,769,460	\$1,795,890
Total State Charges	\$1,767,324	\$1,769,460	\$1,769,460	\$1,769,460	\$1,795,890
Total General Fund	\$101,095,055	\$106,861,555	\$106,856,112	\$106,011,856	\$112,925,103

Town of Belmont

Department Summary Report

	FY17 EXPENDED	FY18 TOWN FINAL VOTE	FY18 ADJUSTED BUDGET	FY18 TOWN EST EXP	FY19 PROPOSED BUDGET
3000 Pavement Management					
Capital Proj - Roads Non Discretionary	\$1,601,700	\$1,852,000	\$1,852,000	\$1,852,000	\$1,898,300
Total Capital Budget	\$1,601,700	\$1,852,000	\$1,852,000	\$1,852,000	\$1,898,300
Total Pavement Management	\$1,601,700	\$1,852,000	\$1,852,000	\$1,852,000	\$1,898,300

Town of Belmont

Department Summary Report

	FY17 EXPENDED	FY18 TOWN FINAL VOTE	FY18 ADJUSTED BUDGET	FY18 TOWN EST EXP	FY19 PROPOSED BUDGET
3100 Town Misc Capital Projects					
Capital Proj - Discretionary	\$2,631,343	\$1,366,600	\$1,366,600	\$1,366,600	\$1,404,181
Total Capital Budget	\$2,631,343	\$1,366,600	\$1,366,600	\$1,366,600	\$1,404,181
<hr/>					
Total Town Misc Capital Projects	\$2,631,343	\$1,366,600	\$1,366,600	\$1,366,600	\$1,404,181

Town of Belmont

Department Summary Report

	FY17 EXPENDED	FY18 TOWN FINAL VOTE	FY18 ADJUSTED BUDGET	FY18 TOWN EST EXP	FY19 PROPOSED BUDGET
Grand Totals	\$105,328,098	\$110,080,155	\$110,074,712	\$109,230,456	\$116,227,584
Personal Services	\$71,524,458	\$76,316,619	\$76,316,622	\$75,875,757	\$80,939,000
OTHER EXPENSES	\$24,204,196	\$25,099,493	\$25,381,217	\$24,978,226	\$26,640,522
CAPITAL OUTLAY	\$9,599,444	\$8,664,043	\$8,376,873	\$8,376,473	\$8,648,062
	\$105,328,098	\$110,080,155	\$110,074,712	\$109,230,456	\$116,227,584

BELMONT PUBLIC SCHOOLS

FY19 Budget (July 1, 2018–June 30, 2019)



BELMONT SCHOOL COMMITTEE

Susan Burgess-Cox, *Chair*
Andrea Prestwich, *Secretary*
Lisa Fiore
Kate Bowen
Tara Donner

SCHOOL ADMINISTRATION

John P. Phelan, *Superintendent of Schools*
Janice Darias, *Assistant Superintendent for Curriculum and Instruction*
Anthony DiCologero, *Director of Finance, Business, and Operations*

TO THE CITIZENS OF BELMONT AND TOWN MEETINGS MEMBERS

The School Department is appreciative and thankful to have benefited in FY18 from the increase in funding, as a result of the Proposition 2 ½ Override passed by the Town of Belmont in April 2015. This needed increase in funding supported several lines in our budget including: 20 FTE teaching positions (between FY16 and FY18), funds for Students Services, Out-of-district Tuitions, and Special Education Transportation.

This increase in funding for FY16 - FY18 put the district in the position to fully realize budget lines that supported teaching and learning, including the purchases of text, materials and supplies that have been historically frozen and reduced mid-year.

As we use our FY18 budget to inform our FY19 budget planning, the district continued to utilize a zero-based budgeting process with each school and department, which was initiated for the FY17 budget. This process required every department director and school principal to meet with the Central Office administration to justify each salary and non-salary budget line amount for FY19.

The purpose of these meetings and the budgeting goal of the district are to allocate our funds toward the priorities of the School Department's Strategic Plan. The Financial Highlights section of this document shows the allocation of funds among major cost centers of the budget, which represent the district's priorities.

In FY16 the district implemented Year 1 of the 3 Year Fiscal Plan that was outlined in the Financial Task Force budget. The pressure points of increasing enrollment and subsequent space challenges continue to be a high priority. In FY16 the district was able to hire 10 FTEs to combat higher class size and provide additional courses for Chenery and Belmont High School to reduce the number of non-scheduled and non-engaged students. In FY16 the district was able to create five additional classroom spaces for teaching and learning. Two spaces were repurposed at Chenery and Butler. Additionally, the high school moved into three modular spaces located behind the building.

In FY17 the district implemented Year 2 of the 3 Year Fiscal Plan that brought 5 FTEs to support the reduction of class size and enrollment concerns. The school district formed a Space Task Force to analyze the enrollment and space issues. The recommendation of this group was to expand the high school footprint to the three additional modular spaces. These modular structures remain from previous building projects, and after some attention and maintenance, are now suitable for classroom use. At the elementary level the district has repurposed a computer lab and after school program space into instructional space. At the Chenery the district received financial support from Town Meeting for the procurement of 6 modular classrooms to increase instructional space as the building is over capacity. The result is an increase of 11 classrooms throughout the district in response to growing enrollment challenges.

In FY18 the district implemented Year 3 of the 3 Year Fiscal Plan by adding 5 FTEs to support student enrollment and class size. The district has also been able to continue to provide the budgeted funds to each department head and principal for their on-going needs for texts, materials and supplies. In an attempt to support the overall Town Budget, the district is utilizing State Circuit Breaker funds to offset a larger portion of the General Fund allocation for out-of-district tuitions. This one-time offset is only possible due to favorable State Circuit Breaker allocations in FY17. The School Committee has successfully negotiated MOU's with five unions that are in alignment with the Financial Task Force model.

Also, in preparation for FY19, the Space Task Force was reactivated to explore the challenges of class size and high enrollment at the elementary level. Based on the work of the Space Task Force and the School Department, the Capital Budget Committee and Town Meeting approved the purchase of four modular classrooms at the elementary level. Over the course of three years, the district will have increased by over 21 additional classroom spaces district-wide to address the continued increase in enrollment. These short-term space initiatives are in place as the work of the Belmont High School Building Committee project is on-going.

In conclusion, for FY19 the School Department will utilize its Strategic Plan to guide and prioritize the allocation of its budget dollars. We continue to implement the sound fiscal practices incorporated into the Town's Fiscal Plan including a zero based budgeting process to ensure that every dollar is expended with efficiency and effectiveness; and indexing costs in accordance with inflationary factors identified during the development of the Town's Plan. School Department funds will be allocated toward the goal of providing our students, staff, families, and community the best educational experience that the Town of Belmont expects and deserves.

For additional information for the FY19 School Department Budget, please use the following link to connect to the full budget and power point presentation on the district's website:
<http://www.belmont.k12.ma.us/bps/Administration/School-Budget>.

Respectfully submitted,

John P. Phelan
Superintendent

Table of Contents

- I Belmont Public Schools Goals and Strategic Plan
- II FY19 Budget Overview
- III FY19 Budget Details

I. BELMONT PUBLIC SCHOOLS GOALS AND STRATEGIC PLAN

GOALS

With a commitment to teaching and learning, the Belmont Public Schools strive to nurture the intellectual, social, and personal development of each student and to create a dynamic community of lifelong learners who contribute to the common good and are of service to others.

To support this mission, the Belmont Public Schools has identified the following three goals:

1. To prepare all students for college, career, and life-long learning through a balanced and healthy school experience, and through continuity of curriculum and compliance with Commonwealth and community standards, through support for educators to experiment and innovate, and clear articulation of our instructional models.
2. To support continuous improvement and overall programmatic and fiscal stability by engaging administrators, teachers, and other stakeholders in generally accepted practices of long-term strategic planning.
3. To ensure that students receive instruction from consistently highly qualified educators who pursue continuous improvement of their art by hiring well-prepared and diverse professionals; sustaining continuous professional development by means of clear and coherent plans; and implementing a successful educator evaluation system in line with new Commonwealth standards.

STRATEGIC PLAN

The Belmont Public Schools has developed the following strategic plan that is utilized in accomplishing the district's goals. This plan serves as a guide in developing the FY19 Budget.

MISSION STATEMENT: 2012 – 2018

With a commitment to teaching and learning, the Belmont Public Schools strive to nurture the knowledge, skills, and emotional development of each student in order to create a community of engaged learners who contribute to the common good and are of service to others.

CORE BELIEFS

We believe that

All students are capable of learning at high levels.

Everyone deserves to learn in a safe and supported learning environment in which all members of the school community demonstrate respect for each other.

Successful students and educators need 21st century skills, including the ability to solve problems, communicate effectively, collaborate, and think critically.

A sense of community is essential for the development of every learner.

Education for the whole child requires development of the child's academic, social, physical, and emotional well-being.

Education is best achieved when students, teachers, and parents work together.

Students will work and live in a world very different from the one in which they, their teachers, and their parents grew up.

Student success is measured in a variety of ways.

Public education is the primary means society has for safeguarding democracy and achieving social justice.

VISION STATEMENT: 2018

The Belmont Public Schools provide an innovative environment where all adults and children develop and apply the curiosity, skills, and habits of life-long learners. Our success is built on a partnership of educators, families, and community members that is committed to providing the means for Belmont's children to create happy and successful lives.

In June 2018, all students in the Belmont Public Schools

- **Learn**: Develop the confidence and resilience that result from exceptional effort;
- **Think**: Authentically engage in a rigorous curriculum;
- **Create**: Apply their learning to address important challenges;
- **Serve**: Make a positive difference in the lives of other people.

MOTTO: 2012 - 2018

Learn * Think * Create * Serve

	Strategic Goals	Key Initiatives for 2017-2018
A.	<i>To prepare all students for college, career, and life-long learning through</i> <ul style="list-style-type: none">• a balanced and healthy school experience,• continuity of curricula aligned with Commonwealth and community standards,• support for educators to experiment and innovate, and• clear articulation of instructional models.	<u>Focus Areas:</u> A1. Implement short term plans and develop long term vision to address student achievement gaps. A2. Continue district-wide implementation of Social Emotional Learning framework. <u>Ongoing Operational Work:</u> A3. Align Belmont curriculum to new state frameworks for science. A4. Improve the use of common assessment data at middle and high schools. A5. Continue district-wide implementation of state model for English language learners.
B.	<i>To support continuous improvement and overall programmatic and fiscal stability by</i> <ul style="list-style-type: none">• engaging administrators, teachers, students, and community stakeholders in generally accepted practices of long-term strategic planning.	<u>Focus Areas:</u> B1. Collaborate with the Massachusetts School Building Authority, the BHS Building Committee, Building Team (Architect & Owner's Project Manager), and BPS and Belmont community members to address short and long term enrollment and space needs through the Building Project (gr. 7-12, 8-12, or 9-12) and the installation of modular classrooms at the Burbank School. This work includes developing a district vision for the future of teaching and learning for the next Strategic Plan (2018-2023). <u>Ongoing Operational Work:</u> B2. Continue to implement short plans to address increasing enrollment including space, staff, and resources. B3. Define current special education programs and service-delivery models and develop plans to improve in-district capacity to meet a variety of special education needs.

		<p>B4. Develop, communicate, quantify, and incorporate into the budget an annual plan for preventative maintenance of school facilities.</p> <p>B5. Continue to develop a fiscal management plan for texts, materials, supplies, furniture, technology, and substitutes.</p> <p>B6. Establish consistent safety protocols, provide training, and practice them in all schools.</p> <p>B7. Implement the Technology Plan for technology infrastructure and integration in support of teaching and learning.</p> <p>B8. Review and respond to NEASC findings at BHS.</p>
C.	<p><i>To ensure that students receive instruction from consistently highly qualified educators who pursue continuous improvement of their art by</i></p> <ul style="list-style-type: none"> • hiring well-prepared and diverse professionals, • sustaining continuous professional development by means of clear and coherent plans, and • implementing a successful educator evaluation system in line with new Commonwealth standards. 	<p><u>Ongoing Operational Work:</u></p> <p>C1. Continue to expand professional personnel recruitment to increase the diversity of the applicant pool.</p> <p>C2. Develop a sustainable substitute system.</p>

II. FY19 BUDGET OVERVIEW

The School Department participated in the Financial Task Force Committee (FTF) in an attempt to find ways to take a long view of our fiscal stability. The FTF reviewed the last five years of spending and budgeting for the Town (and schools) and began the process of projecting the Town's expenditures and revenue over the next three to five years. This process was very helpful to the schools as it was the mechanism for putting together a Three Year Fiscal Plan (FY16-FY18). The FY19 Budget has been developed utilizing the same fiscally sound principles as the previous Three Year Fiscal Plan and it includes 9 additional FTEs to support growing enrollment and student needs. The FY19 Budget Overview section includes information regarding the following:

- School Department Initiatives
- Budget Objectives
- Technical Budget Assumptions
- Primary Cost Drivers
- Unknown Variables
- Historical Enrollment Trend (**Chart #1**)
- Projected Future Enrollment Trend, District Enrollment Projection Summary (**Chart #2.1 & 2.2**)
- English Language Learner Enrollment (**Chart # 3.1 & 3.2**)
- Out of District Placement Trend (**Chart #4**)
- Per Pupil Spending Comparison (**Chart #5**)
- Financial Highlights

FY19 SCHOOL DEPARTMENT INITIATIVES, GUIDED BY BELMONT PUBLIC SCHOOLS STRATEGIC PLAN

- To support the Strategic Plan of the Belmont Public Schools
- To continue the district-wide professional development for staff on Social Emotional Learning, to support the outcomes of the Achievement Gap Task Force (A.1, A.2)
- Continuation of the Three Year Budget Plan of the Financial Task Force Committee's work in budgeting to address class size issues, to engage students in educationally beneficial programming (B)
- Continued review of class sizes and control of elementary assignments with planning for projected enrollment increases (B.1)
- To increase teaching and learning spaces throughout the district by implementing the recommendations of the Space Task Force (B.1)
- Continue to monitor and analyze the deployment of Student Services funding in the FY19 budget to address mandated costs; simultaneously review and improve the budget tracking systems in these areas (B)
- Expansion of iPad instructional models (1:1 for all students in grades 9, 10,11, and 12 at BHS) (B.7)
- Professional development focus areas preK-12: curriculum and assessment development and review; technology tools and applications to improve instruction, teaching English Language Learners, shared inquiry circles to develop critical thinking skills, social emotional learning to improve the district's capacity to engage and support all learners (A.2, A.4, A.5, B.3)
- Development of a prioritized three year plan for textbook (and ebook) adoption in all curriculum areas (B.5)

FY19 BUDGET OBJECTIVES

- Align FY19 budget to the priorities of the district strategic plan
- Maintain rigorous and high quality of instruction and student engagement for all students
- Maintain the staffing levels commensurate to the increase in enrollment needed to maintain the existing quality of educational services to our students
- Maintain the well-rounded education comprised of rigorous academics, strong performing arts, high participation in athletics, extra-curricular experiences, and community service
- Meet existing contractual commitments
- Maintain and support the continuous improvement of our staff through professional development
- To the extent possible, address increasing class sizes and program offerings
- Maintain existing facilities and avoid deferred maintenance
- Maintain competitive compensation to attract and retain high quality teachers and administrators
- Meet the space challenges presented by continued increased enrollment

▪ **TECHNICAL BUDGET ASSUMPTIONS**

- School General Fund Budget for FY19 is \$56,985,592
- School Committee and Union MOU's will be ratified; which aligns with the Financial Task Force model
- Roll forward all existing positions; and add 9.0 FTEs as provided to address continued increasing enrollment
- Health insurance premiums are budgeted to increase by 11% over FY18 rates (Town-wide)
- Special Education out-of-district tuition, transportation and contracted services budgeted at FTF model index factor of 7% over the FY18 General Fund Budget
- Federal grants budgeted in FY19 as level funded from FY18 plus contractual increases for staff allocated to grants
- User fees will remain the same for FY19
- State Circuit Breaker allocations will continue to be used strategically, in accordance with the School Department's multi-year plan.
- Full Day Kindergarten revolving funds will continue to offset a portion of Kindergarten teacher and aide salaries.
- School Building Rental revolving funds will continue to be utilized to support the maintenance and repairs of school facilities

PRIMARY COST DRIVERS

- Strategic Plan Based Cost Drivers (SPCDs)
 - Student enrollment has increased by approximately 100 students each year for the past 5 years
 - Enrollment is expected to increase by an estimated 100 students through FY20
 - Consistently increasing enrollment for multiple years has resulted in the need for:
 - Addition of professional and non-professional staff
 - Increase in supports for services for mandated costs (Special Education and English Language Learners)
 - Maintain level of purchases for texts/materials/supplies, technology, equipment, furniture
- External Cost Drivers (ECDs)
 - Health insurance premiums increasing by 11% for FY19, for existing and new staff being added
 - Special Education tuitions, transportation and contracted services budgeted to rise 7% in accordance with Task Force model

UNKNOWN VARIABLES

- Further increases in student enrollment, and the cost of the corresponding additional student supports needed, especially in the areas of ELL, Special Education and space needs
- Increases or decreases in State and Federal Grants (METCO, Circuit Breaker Reimbursement, Title I, Title IIA, etc.) have not been finalized for FY19. Note that funding for the State Circuit Breaker Program (for Special Education out of district tuitions) has decreased from FY17 to FY18.

HISTORICAL ENROLLMENT TREND

Chart #1

	Oct. 1, 2011	Oct. 1, 2012	Oct. 1, 2013	Oct. 1, 2014	Oct. 1, 2015	Oct. 1 2016	Oct. 1 2017	Oct. 1, 2019
BPS K-12 Enrollment	3900	3994	4136	4222	4303	4408	4531	**4741
		94	142	86	81	105	123	
			<i>Increase, 2011 to 2017:</i>				631	

The average six year increase is 105 students per year which gives the current projection of 4,741 by October 2019. This projection includes the impact of new housing (present and future), the Belmont Royal Apartments (still coming on line) and the Cushing Village apartments.

PROJECTED FUTURE ENROLLMENT TREND

Chart #2.1

<u>Year</u>	ELEMENTARY	MIDDLE	HIGH	TOTAL
<u>2016/17</u>	1847	1359	1264	4470
<u>2017/18</u>	1877	1421	1298	4596
<u>2018/19</u>	1872	1489	1315	4676
<u>2019/20</u>	1845	1559	1364	4768
<u>2020/21</u>	1850	1579	1403	4832
<u>2021/22</u>	1813	1621	1462	4896
<u>2022/23</u>	1821	1581	1534	4936
<u>2023/24</u>	1827	1542	1605	4974
<u>2024/25</u>	1831	1540	1624	4995
<u>2025/26</u>	1833	1502	1667	5002
<u>2026/27</u>	1828	1509	1626	4963
<u>2027/28</u>	1823	1514	1586	4923
<u>2028/29</u>	1806	1520	1575	4901
<u>2029/30</u>	1789	1521	1533	4843
<u>2030/31</u>	1768	1520	1542	4830
<u>2031/32</u>	1751	1514	1553	4818
<u>2032/33</u>	1742	1504	1563	4809
PEAK	1877	1621	1667	5002
<u>2016/17 VS PEAK</u>	30	262	403	532
<u>2016/17 VS. 2027/28</u>	-24	155	322	453

District Enrollment Projection Summary

Chart #2.2

	2016/17 Totals	2016/17 Avg/Grade	Peak Year	Peak Totals	Peak Avg/Grade	2027/28 Totals	2027/28 Avg/Grade	Total Change 2016/17 vs. 2027/28	Avg/Grade Change 2016/17 vs. 2027/28
Elementary	1847	369	2017/18	1877	375	1823	365	-24	-5
Middle	1359	340	2021/22	1621	405	1514	379	155	39
High	1264	316	2025/26	1667	417	1586	397	322	81
	4470	344				4923	379	453	

* The number of grades per school level shown above reflects the current building configurations throughout the district. For consistency, all projections were made using the same configurations through year 2033.

Data Source: McKibben Associates, March, 2018

**ENGLISH LANGUAGE LEARNER POPULATION IN CREASE K-12
OCTOBER 1, 2010 TO OCTOBER 1, 2017
Chart # 3.1**

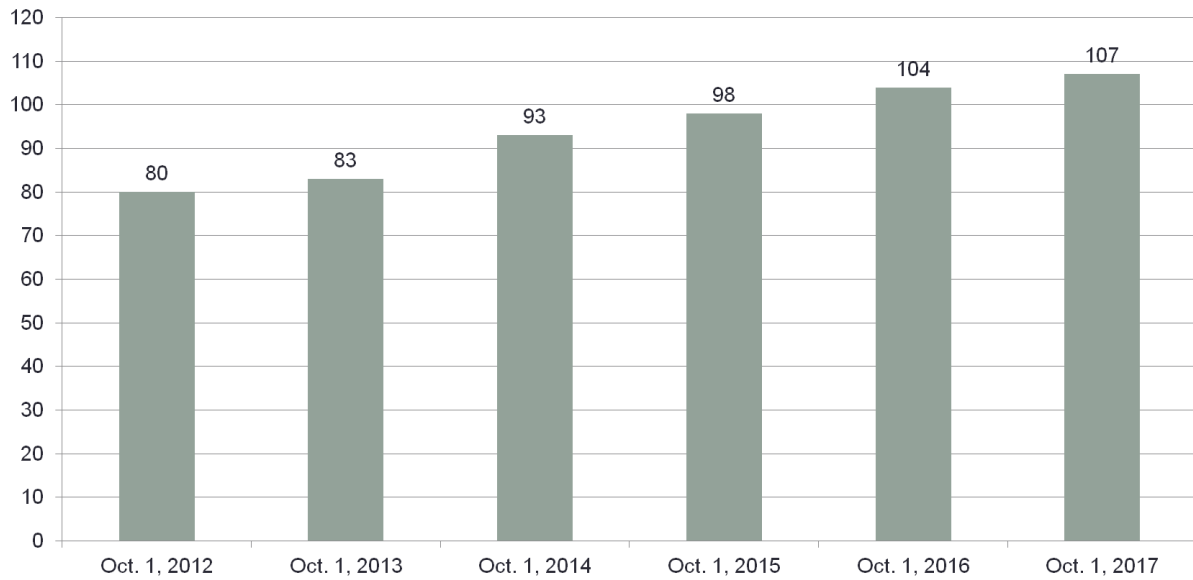
Date	Total EL Population	Change from Previous Year	% Change
Oct. 1, 2010	118		
Oct. 1, 2011	114	-4	-3%
Oct. 1, 2012	117	3	3%
Oct. 1, 2013	180	63	54%
Oct. 1, 2014	233	53	29%
Oct. 1, 2015	261	28	12%
Oct. 1, 2016	281	20	8%
Oct. 1, 2017	340	59	21%

**ENGLISH LANGUAGE LEARNER POPULATION AS A PERCENT OF
TOTAL ENROLLMENT K-12 – OCTOBER 1, 2010 TO OCTOBER 1, 2017
Chart # 3.2**

Date	Total Enrollment	Total EL Population	% of Total
Oct. 1, 2010	3877	118	3.0%
Oct. 1, 2011	3900	114	2.9%
Oct. 1, 2012	3994	117	2.9%
Oct. 1, 2013	4136	180	4.4%
Oct. 1, 2014	4222	233	5.5%
Oct. 1, 2015	4303	261	6.1%
Oct. 1, 2016	4408	281	6.4%
Oct. 1, 2017	4531	340	7.5%

OUT OF DISTRICT (OOD) 2012 THROUGH OCTOBER, 2017

Chart #4



Financial Impact:

- The average cost per OOD pupil is approximately \$65,000 per student inclusive of transportation
- The average range of the cost per OOD pupil is from \$50,000 - \$150,000 per student, inclusive of transportation

PER PUPIL SPENDING COMPARISON

- The district conducted a review of average per pupil expenditures (PPE) reported by the Department of Elementary and Secondary Education (DESE) from FY11-FY17 (the most recent year available)
- Belmont PPE was compared to cohort districts, selected on the basis of:
 - Comparable districts
 - Level 1 districts
 - Neighboring communities
- Cohort districts included are:

Acton-Boxborough	Concord	Newton	Wellesley
Arlington	Concord Carlisle	Sharon	Westborough
Bedford	Dover	Sherborn	Westford
BELMONT	Dover-Sherborn	Sudbury	Weston
Brookline	Lexington	Waltham	Westwood
Burlington	Marblehead	Watertown	Winchester
Cambridge	Milton	Wayland	

- Findings
 - Belmont has consistently spent less on a per pupil basis than the state average, and the average of cohort districts
 - Belmont ranks 24th, 25th or 26th in per pupil spending among 27 cohort districts from FY11-FY17

PER PUPIL EXPENDITURES (PPE) - BELMONT COMPARED TO STATE AVERAGE AND TO COHORT DISTRICTS

Chart # 5

DISTRICT	FY11 \$		FY12 \$		FY13 \$		FY14 \$		FY15 \$		FY16 \$		FY17 \$
State Average	13,354		13,637		14,022		14,521		14,942		15,511		15,956
BELMONT	11,969		12,259		12,659		12,799		13,029		13,349		13,656
State Ave vs. BELMONT	1,385		1,378		1,363		1,722		1,914		2,162		2,300
% Below State Average	11.6%		11.2%		10.8%		13.5%		14.7%		16.2%		16.8%
Average of Cohort	15,566		15,829		16,335		16,767		17,507		18,007		18,525
BELMONT	11,969		12,259		12,659		12,799		13,029		13,349		13,656
Cohort Ave vs. BELMONT	3,597		3,570		3,676		3,968		4,478		4,658		4,869
% Below Cohort Average	30.1%		29.1%		29.0%		31.0%		34.4%		34.9%		35.7%

FY19 BUDGET FINANCIAL HIGHLIGHTS

The FY19 School Department General Fund Budget of \$56,985,592 includes:

	FY18 BUDGET	FY19 BUDGET	\$ CHANGE	% CHANGE
ROLL-FORWARD AMOUNTS	52,969,484	54,720,747	1,751,263	3.30%
<ul style="list-style-type: none"> -Existing staff and contractual increases -Stipends for staff & curriculum development; custodial overtime; substitutes – Increase based on historical costs -Carry forward existing FY18 base amounts for all other categories 				

STRATEGIC PLAN COST DRIVERS	828,366	828,366	1.60%
<ul style="list-style-type: none"> -9.0 Positions, plus corresponding health insurance -Shift funding for baseline texts/materials/supplies from donations to appropriation -Equipment and furniture due to enrollment and student needs 			

EXTERNAL COST DRIVERS	1,436,479	1,436,479	2.70%
<ul style="list-style-type: none"> -Increases in SPED tuitions, transportation, contract services -Health insurance: correct FY18 base deficit, plus 11% FY19 increase Town-wide 			

TOTAL FY19 BUDGET (GEN FUND)	52,969,484	56,985,592	4,016,108	7.60%
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ROLL-FORWARD AMOUNTS	<ul style="list-style-type: none"> •3.3% Increase over FY18 Budget •In-line with Town expense increases •In-line with Override funds plus new growth
STRATEGIC PLAN COST DRIVERS	<ul style="list-style-type: none"> •1.6% Increase over FY18 on top of roll-forward increase •Increase in enrollment-based requests below Ch. 70 funding increase for FY19
EXTERNAL COST DRIVERS	<ul style="list-style-type: none"> •2.7% Increase over FY18 on top of roll-forward increase •Mandated SPED bills @ TFTF index of 7% •Health insurance: correct FY18 base deficit, plus 11% Town-wide increase for FY19

ENROLLMENT REVENUE VS. EXPENSES

	FY18 BUDGET	FY19 BUDGET	\$ CHANGE	% CHANGE
Ch 70 State Aid for Schools	7,800,233	8,891,225	1,090,992	14.00%
Strategic Plan Cost Drivers (enrollment increases)		828,366	828,366	
Increase in state aid vs. increase in enrollment costs			262,626	

▪ **9.0 FY19 Positions Added (within Strategic Cost Drivers):**

- 1.00 Elementary Classroom Teacher.
- 0.10 Elementary Physical Education Teacher
- 0.60 Elementary Guidance Counselor
- 0.60 Elementary Special Education Teacher
- 0.20 Elementary Music Teacher
- 2.00 Middle School Classroom Teachers
- 1.00 Middle School Administrator
- 2.50 High School Teachers
- 1.00 District-Wide English Language Learner Teacher

9.00 Total FTEs

- Increase in texts/materials/supplies by \$109,326 to shift funding from donations to appropriation.
- Funding health insurance premiums for FY18 and FY19 additional positions at 11% over FY18 rates.
- Special Education out-of-district tuition General Fund budget is a 7% increase over the FY18 General Fund Budget, in accordance with TFTF index factor:
 - The district has developed and implemented a plan for funding Special Education out-of-district tuitions through a combination of: General Fund, federal IDEA Grant, State Circuit Breaker allocation, LABBB credits.
 - The School Department FY19 Draft 2 Budget includes historical and estimated carryover balances for Circuit Breaker allocations and LABBB credits. The budget can be found on the district's website at <http://www.belmont.k12.ma.us/bps/Administration/School-Budget>.

III. FY19 BUDGET DETAILS

The following charts and data are included to provide clarity and transparency in the School Department's budget request in showing amounts budgeted by program and category of expenditures; as well as amounts budgeted from general funds, state and federal grants, and revolving accounts. The FY19 Budget Details section includes:

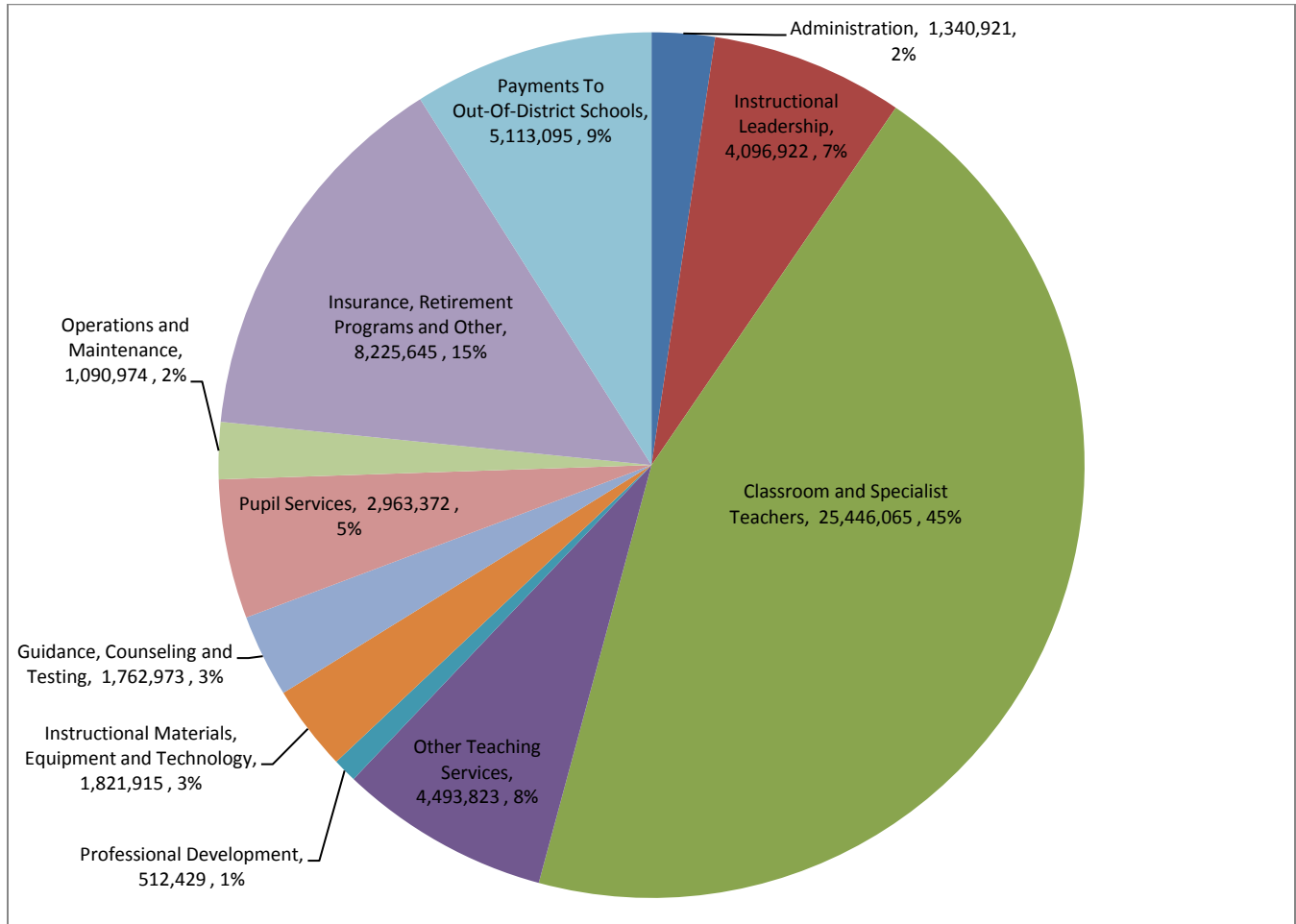
- FY19 Budget: Distribution of Proposed General Fund Allocations by DESE Functions Pie Chart (**Chart #6**)
- FY19 Budget: Distribution of Proposed General Fund Allocations by DESE Functions Table (**Chart #7**)
- FY19 Budget Overview: General Fund Only (**Chart #8**)
- FY19 Budget Overview: All Funding Sources (**Chart #9**)
- Proposed FY19 School Budget (All Funding Sources) (**Chart #10**)
- Summary of FY19 Proposed Budget by Program (General Fund) (**Chart #11**)
- Summary of FY19 Proposed budget by Grant and Revolving Account (**Chart #12**)
- Out-Of-District Tuition Expenditures by Funding Source Table: FY13-FY19 (**Chart #13**)
- Out-Of-District Tuition Expenditures by Funding Source Bar Chart: FY13-FY19 (**Chart #14**)
- Current Belmont Public Schools Enrollment (**Chart #15**)
- Enrollment by Race/Ethnicity and Selected Populations (**Chart #16**)
- FY19 Capital Budget Request

As stated previously, the entire School Department budget is posted to the Belmont Public Schools website at <http://www.belmont.k12.ma.us/bps/Administration/School-Budget>

DISTRIBUTION OF PROPOSED GENERAL FUND ALLOCATIONS
FY19 School General Fund Budget by Department of Elementary and Secondary Education (DESE)

Function Category

Chart #6



DISTRIBUTION OF PROPOSED GENERAL FUND ALLOCATIONS - FY19 School General Fund
Budget by DESE Function Category

Chart #7

Function (DESE Categories)		FTE	\$	% of Total
1	Administration	10.01	1,340,921	2.4%
2	Instructional Leadership	55.56	4,096,922	7.2%
3	Classroom and Specialist Teachers	293.86	25,446,065	44.7%
4	Other Teaching Services	80.37	4,493,823	7.9%
5	Professional Development	2.00	512,429	0.9%
6	Instructional Materials, Equipment and Technology	0.90	1,821,915	3.2%
7	Guidance, Counseling and Testing	19.83	1,762,973	3.1%
8	Pupil Services	10.25	2,963,372	5.2%
9	Operations and Maintenance	19.30	1,208,432	2.1%
10	Insurance, Retirement Programs and Other	-	8,225,645	14.4%
11	Payments To Out-Of-District Schools	-	5,113,095	9.0%
	TOTAL EXPENDITURES	492.09	56,985,592	100.0%

FY19 BUDGET OVERVIEW: GENERAL FUND ONLY

Chart #8

GENERAL FUND ONLY	FY18 Budget	FY19 Budget	Change (FY19-FY18)	Change (%)
Salaries & Fringe	43,991,020	47,344,895	3,353,875	7.6%
Instructional Expenditures (supplies, materials, software)	1,422,980	1,594,282	171,302	12.0%
Operations (Central Office, IT, reg. ed. transport, maintenance, utilities)	762,186	775,036	12,850	1.7%
SPED (tuition, transport, expenses)	6,793,298	7,271,379	478,081	7.0%
Total	52,969,484	56,985,592	4,016,108	7.6%
Total Salary & Fringe	43,991,020	47,344,895	3,353,875	7.6%
Total Non-Salary	8,978,464	9,640,697	662,233	7.4%
Grand Total	52,969,484	56,985,592	4,016,108	7.6%

FY19 BUDGET OVERVIEW: ALL FUNDING SOURCES

Chart #9

ALL FUNDS: incl. General Fund, Grants, Rev. Accts.	FY18 Budget	FY19 Budget	Change (FY19-FY18)	Change (%)
Salaries & Fringe	46,548,663	50,132,672	3,584,009	7.7%
Instructional Expenditures (supplies, materials, software)	1,585,205	1,742,821	157,616	9.9%
Operations (Central Office, IT, reg. ed. transport, maintenance, utilities)	2,514,407	2,488,422	-25,985	-1.0%
SPED (tuition, transport, expenses)	9,355,139	10,304,125	948,986	10.1%
Total	60,003,414	64,668,040	4,664,626	7.8%
Total Salary & Fringe	46,548,663	50,132,672	3,584,009	7.7%
Total Non-Salary	13,454,751	14,535,368	1,080,617	8.0%
Grand Total	60,003,414	64,668,040	4,664,626	7.8%

PROPOSED FY19 SCHOOL BUDGET (ALL FUNDING SOURCES)

Chart #10

	FY18 BUDGET	FY19 BUDGET	CHANGE FY19-FY18	
GENERAL FUND	52,969,484	56,985,592	4,016,108	7.6%
GRANTS and REVOLVING	7,033,930	7,682,448	648,518	9.2%
TOTAL	60,003,414	64,668,040	4,664,626	7.8%

SUMMARY OF FY19 PROPOSED BUDGET BY PROGRAM (General Fund)

Chart #11

	BUDGET FY17 FTE	BUDGET FY17 \$	BUDGET FY18 FTE	BUDGET FY18 \$	BUDGET FY19 FTE	BUDGET FY19 \$	CHANGE: FY18 VS FY19		
							FTE	\$	%(\$)
REGULAR INSTRUCTION									
1 English, Grades 5-12	25.80	2,142,725	25.30	2,156,907	26.80	2,418,161	1.50	261,254	12.11%
2 Reading, Grades K-8	8.15	759,372	8.74	820,512	8.97	862,713	0.23	42,201	5.14%
3A-D Elementary, grades 1-4	68.27	5,161,087	70.19	5,279,328	70.04	5,631,744	(0.15)	352,416	6.68%
4 Fine Arts Supervisory	1.30	117,785	1.30	124,003	1.30	130,978	-	6,975	5.62%
5 Art, Grades 1-12	11.70	1,074,528	11.20	1,083,802	11.50	1,165,855	0.30	82,053	7.57%
6 Music, Grades K-12	10.47	882,230	10.17	902,203	10.57	971,513	0.40	69,310	7.68%
7 Theater Arts, Grades 7-12	0.40	22,990	0.40	49,118	1.00	101,900	0.60	52,782	107.46%
8 Kindergarten	8.70	708,951	8.70	740,820	9.20	758,729	0.50	17,909	2.42%
9 Mathematics, Grades 5-12	26.15	2,002,706	27.16	2,166,616	27.29	2,291,410	0.13	124,794	5.76%
10 Physical Education, Grades K-12	10.35	799,220	10.25	835,910	9.55	829,237	(0.70)	(6,673)	-0.80%
11 Science, Grades 5-12	25.60	2,256,036	25.40	2,261,870	25.90	2,424,036	0.50	162,166	7.17%
12 Health Education, Grades 6-12	1.80	136,861	3.60	273,718	3.70	285,862	0.10	12,144	4.44%
13 Technology Education, Grades 6-12	2.20	138,126	2.80	183,960	3.00	212,423	0.20	28,463	15.47%
14 Social Studies, Grades 5-12	25.80	2,108,194	26.30	2,230,638	28.00	2,519,454	1.70	288,816	12.95%
15 Foreign Languages, Grades 5-12	18.00	1,543,686	18.00	1,544,215	18.70	1,681,721	0.70	137,506	8.90%
SUBTOTAL	244.69	19,854,495	249.51	20,653,620	255.52	22,285,736	6.01	1,632,116	7.90%
SPECIAL INSTRUCTION									
20 ELL	9.00	589,551	10.00	726,064	11.23	856,804	1.23	130,740	18.01%
21 Early Childhood Education Pre-Kinder.	12.23	605,026	12.04	630,005	12.57	686,762	0.53	56,757	9.01%
22 Special Education, Grades K-12	105.44	12,628,508	104.80	12,817,516	99.50	13,567,879	(5.30)	750,363	5.85%
SUBTOTAL	126.68	13,823,085	126.84	14,173,585	123.30	15,111,445	(3.54)	937,860	6.62%
STUDENT & INSTRUCTIONAL SERVICES									
30 Athletics & Intramurals, Grades 5-12	1.00	348,293	1.00	386,162	1.00	445,004	-	58,842	15.24%
31 Student Activities, Grades 5-12	0.25	40,308	0.25	52,671	0.25	75,497	-	22,826	43.34%
32 Food Service	-	0	-	0	-	0	-	-	#DIV/0!
33 Guidance, Grades K-12	12.35	998,933	13.25	1,072,884	13.60	1,161,699	0.35	88,815	8.28%
34 Psychological Services, Grades Pre-K-12	6.83	551,240	7.63	650,680	7.23	643,415	(0.40)	(7,265)	-1.12%
35 Health Services, Grades Pre-K - 12	8.10	687,015	8.50	752,637	9.00	814,638	0.50	62,001	8.24%
36 Library	6.23	289,480	5.93	291,059	5.98	308,549	0.05	17,490	6.01%
37 Technology & Audio Visual	9.50	1,293,775	9.50	1,308,808	10.50	1,430,159	1.00	121,351	9.27%
38 Curriculum Development	1.00	159,907	1.00	183,917	1.00	201,246	-	17,329	9.42%
39 Staff Development	1.00	270,667	1.00	293,128	1.00	293,873	-	745	0.25%
40 Substitutes	-	480,000	-	511,875	2.08	772,959	2.08	261,084	51.01%
41 METCO	-	0	-	0	-	0	-	-	#DIV/0!
42 Adult Education	-	0	-	0	-	0	-	-	#DIV/0!
52 Regular-Day Transportation	-	241,800	-	324,000	-	339,000	-	15,000	4.63%
SUBTOTAL	46.26	5,361,418	48.06	5,827,821	51.64	6,486,039	3.58	658,218	11.29%
OPERATIONS									
50 Buildings & Grounds	5.00	286,391	5.00	312,533	5.00	355,506	-	42,973	13.75%
51 Custodial Services	13.50	670,593	13.80	663,501	14.30	761,486	0.50	97,985	14.77%
53 Utilities	-	0	-	0	-	0	-	-	#DIV/0!
SUBTOTAL	18.50	956,984	18.80	976,034	19.30	1,116,992	0.50	140,958	14.44%
LEADERSHIP & ADMINISTRATION									
60A-F Building Administration	31.30	2,082,991	30.91	2,141,101	32.31	2,302,285	1.40	161,184	7.53%
61 Central Administration	9.85	1,011,915	10.01	1,027,292	10.01	1,069,458	-	42,166	4.10%
62 Legal Services	-	201,950	-	171,950	-	161,950	-	(10,000)	-5.82%
63 School Committee	-	13,600	-	13,500	-	13,000	-	(500)	-3.70%
SUBTOTAL	41.15	3,310,457	40.92	3,353,843	42.32	3,546,693	1.40	192,850	5.75%
CONTRACT ALLOWANCE & FRINGE BENEFITS									
70 Contractual Allowance	-	185,904	-	773,662	-	213,042	-	(560,620)	-72.46%
71 Fringe Benefits	-	6,634,241	-	7,210,919	-	8,225,645	-	1,014,726	14.07%
SUBTOTAL	-	6,820,145	-	7,984,581	-	8,438,687	-	454,106	5.69%
GRAND TOTAL	477.28	50,126,583	484.13	52,969,484	492.09	56,985,592	7.96	4,016,108	7.58%

SUMMARY OF FY19 PROPOSED BUDGET BY GRANT AND REVOLVING ACCOUNT
Chart #12

(Note: These are separate from the General Fund budget amount voted by Town Meeting.)

	Budget FY18	Budget FY19	
	\$	FTE	\$
GRANTS:			
SPED IDEA	1,009,496	-	1,036,135
SPED PROGRAM IMPROVEMENT	22,365	(stipends)	0
CIRCUIT BREAKER	1,614,845	-	1,919,111
TITLE IIA - TEACHER QUALITY	66,506	0.62	64,581
SPED PRE-K	27,066	0.23	20,000
SPED PRE-K Improvement	0	-	0
TITLE I	145,369	1.22	128,209
TITLE III	42,639	(stipends)	46,653
TITLE III Immigrant Support	16,575	(stipends)	0
TITLE III Summer Support	996	(stipends)	1,154
TITLE IV A Safe & Healthy Schools	0	(stipends)	3,649
ACADEMIC SUPPORT	0	(stipends)	0
METCO	553,842	5.67	573,634
FULL DAY KINDERGARTEN GRANT	0	-	0
SUBTOTAL	3,499,698	7.74	3,793,126
REVOLVING ACCOUNTS:			
BHS ATHLETIC REVOLVING	492,731	(stipends)	596,083
CMS FINE ARTS, CLUBS & REVOLVING	78,251	(stipends)	104,280
TUITION - STUDENTS	143,557	1.00	97,279
BUSING FEES	252,000	-	252,000
FULL DAY KINDERGARTEN REVOLV	979,158	23.42	1,071,804
FOOD SERVICE	956,166	18.58	975,191
BELMONT AGAINST RACISM	0	-	15,000
INSTRUMENTAL MUSIC REVOLVING	132,784	2.00	147,580
BHS FINE & PERM ARTS REV	129,058	(stipends)	109,927
BHS CLUBS & ACTIVITIES	14,628	(stipends)	19,278
ADULT ED	45,000	(stipends)	45,000
SATURDAY MORNING MUSIC	52,000	(stipends)	52,000
SUMMER SCHOOL	38,000	(stipends)	43,000
SCHOOL BUILDING RENTALS	185,900	0.30	185,900
SUBTOTAL	3,499,232	45.30	3,714,322
OTHER:			
TOWN TRANSFER-SHARED IT SUPPORT*	35,000	0.50	35,000
LABBB OOD TUITION CREDIT	0	-	140,000
SUBTOTAL	35,000	0.50	175,000
TOTAL GRANTS AND REVOLVING	7,033,930	53.54	7,682,448

OUT-OF-DISTRICT TUITION EXPENDITURES BY FUNDING SOURCE TABLE: FY13-FY19

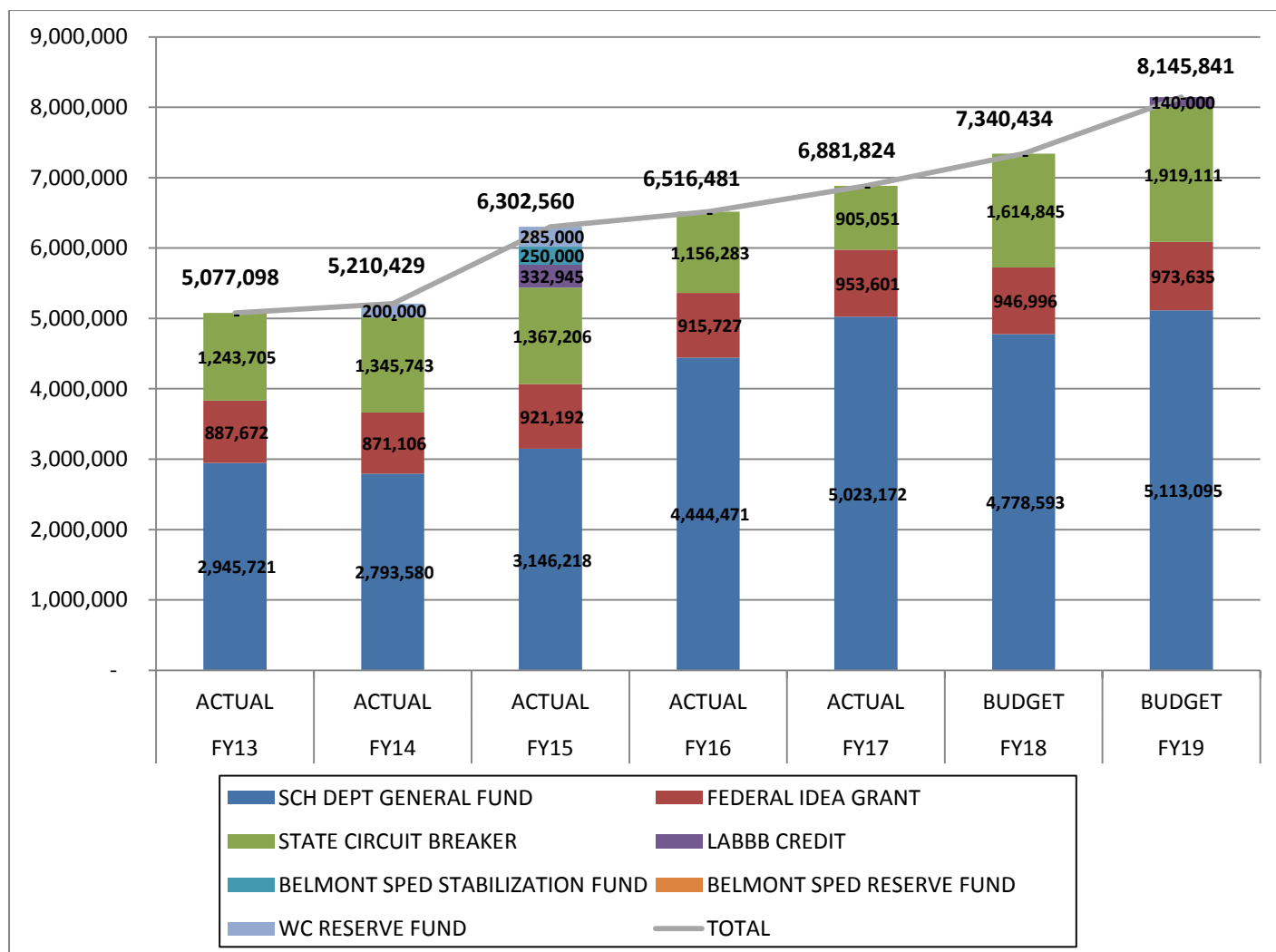
Chart #13

FUNDING SOURCE	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 ACTUAL	FY17 ACTUAL	FY18 BUDGET	FY19 BUDGET
SCH DEPT GENERAL FUND	2,945,721	2,793,580	3,146,218	4,444,471	5,023,172	4,778,593	5,113,095
FEDERAL IDEA GRANT	887,672	871,106	921,192	915,727	953,601	946,996	973,635
STATE CIRCUIT BREAKER	1,243,705	1,345,743	1,367,206	1,156,283	905,051	1,614,845	1,919,111
LABBB CREDIT	-	-	332,945	-	-	-	140,000
BELMONT SPED STABILIZATION FUND	-	-	250,000	-	-	-	-
BELMONT SPED RESERVE FUND	-	-	-	-	-	-	-
WC RESERVE FUND	-	200,000	285,000	-	-	-	-

TOTAL	5,077,098	5,210,429	6,302,560	6,516,481	6,881,824	7,340,434	8,145,841
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OUT-OF-DISTRICT TUITION EXPENDITURES BY FUNDING SOURCE BAR CHART: FY13-FY19

Chart #14



CURRENT BELMONT PUBLIC SCHOOLS ENROLLMENT 5/1/2018

Chart #15

	Pre	K	1	2	3	4	5	6	7	8	9	10	11	12	Subtotals 2018	Subtotals 2017	Subtotals 2016	Subtotals 2015	Subtotals 2014
Wellington	14 12 13 12 13 14 78	20 19 19 19 20 97	24 23 23 23 25 118	23 23 22 23 24 115	23 24 24 24 24 119	24 24 24 24 24 120									78 569	74 592	70 579	72 557	80 522
Burbank		19 20 19 18 76	24 24 24 0 72	24 24 22 0 70	22 22 22 22 88	25 25 24 0 74									380	372	346	352	355
Butler		21 21 23 0 65	23 24 22 24 93	24 24 21 0 69	23 23 24 20 90	26 22 26 0 74									391	369	371	340	362
Winn Brook		23 22 22 20 0 87	23 24 23 23 0 93	22 23 23 23 0 91	24 24 24 24 0 96	23 23 22 23 22 113									480	474	457	456	446
Chenery M.S.							371	361	341	347					1420	1361	1322	1283	1274
Belmont H.S.											334	333	305	331	1303	1262	1243	1231	1177
TOTALS	78	325	376	345	393	381		1420				1303							

<i>PRE</i>	<i>ELEMENTARY</i>	<i>SECONDARY</i>	<i>DISTRICT 2018</i>	<i>DISTRICT 2017</i>	<i>DISTRICT 2016</i>	<i>DISTRICT 2015</i>	<i>DISTRICT 2014</i>
78	1820	2723	4621	4504	4388	4291	4216
		ANNUAL CHANGE	117	116	97	75	143

ENROLLMENT BY RACE/ETHNICITY AND SELECTED POPULATIONS (2017-2018)

Chart #16

Race	% of District	% of State
African American	3.4	9.0
Asian	19.1	6.9
Hispanic	4.3	20.0
Native American	0.1	0.2
White	66.2	60.1
Native Hawaiian, Pacific Islander	0.1	0.1
Multi-Race, Non-Hispanic	6.8	3.6
Title	% of District	% of State
First Language not English	22.7	20.9
English Language Learner	7.3	10.2
Students With Disabilities	10.4	17.7

FY19 CAPITAL BUDGET REQUEST

Facilities

1. Butler School Emergency Generator
2. Chenery Resurface Auditorium Stage
3. Chenery Stage Equipment Risk Assessment
4. Winn Brook School Replace Fire Alarm System
5. CMS Upgrade Auditorium Lighting Control System

Technology

1. Network wiring replacement program at Winn Brook, Butler, and Burbank schools



Warrant Committee Report Town of Belmont FY 2019 Budget

May 2018

2017–2018 Warrant Committee Members

John Alcock

Michael Crowley (Secretary)

Elizabeth Dionne

Christine Doyle

Roy J. Epstein (Chair)

Jennifer Fallon

James Gammill (resigned December 2017)

Anne Helgen

Michael Libenson

Paul Lisanke

Geoffrey Lubien

Robert McLaughlin

Ellen Schreiber (Vice-Chair)

Laurie Slap

Jack Weis

Ex officio

Susan Burgess-Cox (ex-officio, School Committee)

Adam Dash (ex-officio, Board of Selectmen)

Lisa Fiore, (former School Committee representative)

James Williams (former Board of Selectmen representative)

Report of the Belmont Warrant Committee to Town Meeting May 2018

Authorization: *As prescribed by the Town of Belmont's By-Laws, it is the duty of the Warrant Committee to consider for all town meetings all articles in the Warrant that involve an appropriation of money and to report thereon to Town Meeting. The Warrant Committee is specifically charged with recommending a budget to Town Meeting and such recommendations are contained herein.*

I. Overview of FY19 Recommended General Fund Budget

The FY19 recommended General Fund budget is \$116.2 million, which represents a 5.6% increase over last year.¹ This increase reflects four main factors: the allowed 2.5% increase in last year's property taxes, "new growth" from property improvements that lead to higher assessments, increases in Chapter 70 State Aid for the schools, and utilization of a portion of the General Stabilization Fund reserve. The budget process identifies the expected revenues and subtracts out the fixed costs, such as pensions, debt service, Minuteman, and roads override funds. The remainder of the revenue is available for the General Fund budget.

Town Meeting created a General Stabilization Fund ("GSF") after the 2015 override as a "savings account" for the revenue from the override. The override has been essential to preserve town services. The GSF was originally expected to allow the budget to remain in balance for three years (FY16–FY18). Fortunately, careful management and solid revenue growth has allowed the override to last longer. The GSF balance is currently about \$3 million. We are in a position to use a portion of it to balance the budget in FY19 and we should be able to use the remainder to help balance the budget for FY20. The current financial projections indicate that the GSF will still have a balance that could be used for FY21 but it will be depleted by the start of FY22. Increased revenue (such as from a future override) and/or reduced expenditures are therefore likely to be required in the coming years.

Table 1 compares the recommended FY19 General Fund budget to corresponding data for FY18. This budget is as of May 14, 2018 and is subject to minor adjustments before the June Town Meeting.

Table 1: Summary of FY18 General Fund Budget vs. FY17 (\$ million)

	FY19	FY18	\$ Change	% Change
Town	\$39.88	\$38.55	\$1.33	3.4%
Schools	\$56.99	\$52.97	\$4.02	7.6%
Capital Budget (Discretionary)	\$1.40	\$1.37	\$0.03	2.5%
Fixed Costs*	\$17.97	\$17.19	\$0.78	4.6%
Total General Fund Budget	\$116.24	\$110.08	\$6.16	5.6%

*Includes legally binding obligations such as pensions, debt replacement, state charges (e.g., MBTA), capital items (roads, sidewalks), Minuteman Vocational School, and Assessor's abatement reserves.
Note: Data do not include expenses budgeted in enterprise funds, trust accounts, or Belmont Light.
FY18 data is adjusted budget, not budget as voted by Town Meeting. Calculations reflect rounding.

¹ The General Fund budget does not include expenditures budgeted under the Enterprise accounts (i.e., water and sewer), the Belmont Housing Trust, or Belmont Light.

The “split” of the general fund budget across spending categories is one of the key decisions in the budget process. Table 1 indicates the overall budget growth of 5.6% reflects growth of 3.4% for the town and 7.6% for the schools. The discretionary capital spending is at a level comparable to recent years, after unusually high expenditures in FY17. The split between town and school in part reflects the stated purpose of the 2015 override to devote the majority of the override revenue to the schools due largely to significantly increased enrollment. By comparison, demand for other town services has not grown by as much.

Table 2 breaks out the increases in spending by function. The table shows town departments, school spending, and Minuteman costs as discussed later in this report. In addition, the table breaks out insurance expense, capital spending, and other fixed costs.

Table 2: FY19 General Fund Budget vs. FY18 by Department or Function (\$ million)

	FY19	FY18	\$ Change	% Change
General Government	4.78	4.58	0.21	4.5%
Human Services	3.34	3.22	0.12	3.8%
Police	8.04	8.02	0.02	0.2%
Fire	6.48	6.57	-0.09	-1.4%
Public Works	8.36	7.95	0.4	5.1%
Community Development	1.13	1.12	0.02	1.5%
Facilities	4.42	4.38	0.04	1.0%
Insurance	3.33	2.72	0.61	22.4%
Belmont Public Schools	56.99	52.97	4.02	7.6%
Capital Budget (Discretionary)	1.4	1.37	0.03	2.5%
Operating Budget	98.27	92.89	5.38	5.8%
Minuteman Vocational	0.85	0.91	-0.06	-7.0%
Pension Expense *	7.88	7.35	0.53	7.3%
Other Fixed Costs **	9.25	8.93	0.32	3.5%
Total General Fund Budget	116.24	110.07	6.16	5.6%

* Does not include pension expenses budgeted in enterprise funds, Belmont Light, or trust accounts. See Pension discussion below.

** Includes legally binding obligations such as: debt replacement, state charges (e.g., MBTA), capital budget (roads override), and Assessor’s abatement reserves.

Note: Data do not include expenses budgeted in enterprise funds or trust accounts. FY18 data is adjusted budget, not budget as voted by Town Meeting. Calculations reflect rounding.

The most material changes are for Belmont Public Schools, Insurance, Public Works, and Pensions. The budgeted increase for Insurance is by far the largest item for the town side. These issues are discussed in greater detail below.

The recommended budget maintains roughly level town services, avoids major cuts in the School programs and addresses higher enrollments, and provides for capital investments (roads, sidewalks, equipment).

On the revenue side, FY19 is notable for \$900,000 in new growth. This represents incremental and recurring property taxes from property improvements. A large fraction of the new growth this year is due to the new Belmont Light substation (which was sold to EverSource) and further work at the “Royal Belmont” Belmont Uplands development.

Expected and recommended revenues are summarized in Table 3. This funding approach uses \$1.61 million from Free Cash and \$1.34 million from the GSF in FY19.

Table 3: FY19 Expected General Fund Revenues vs. FY18 Actual Revenues (\$ million)

	FY19	FY18	\$ Change	% Change
Total Property Taxes	\$92.64	\$88.55	\$4.09	4.6%
Local Receipts	\$7.90	\$7.61	\$0.13	1.7%
State Aid	\$11.29	\$10.10	\$1.19	11.8%
Free Cash	\$1.61	\$2.32	(\$0.71)	
General Stabilization Fund	\$1.34	\$0.00	\$1.50	
Other Available Funds	\$1.46	\$1.50	(\$0.04)	
Total General Fund Revenue	\$116.24	\$110.08	\$6.16	5.6%

Note: Subject to adjustment when State Aid is finalized later this fiscal year. Calculations reflect rounding.

II. Enterprise Funds

Belmont maintains separate Water Enterprise and Sewer Enterprise Funds. The Enterprise Funds receive revenue from rates charged for these services. The expenses of the Funds include operation and upkeep of the town's water and sewer system, including stormwater management. The total expenditures for the Enterprise Funds are summarized in Table 4.

Table 4: Enterprise Funds Expenditure Summary (\$ million)

	FY19	FY18	\$ Change	% Change
Water	\$7.06	\$6.87	\$0.19	2.8%
Sewer	\$9.28	\$9.12	\$0.16	1.8%
Total Enterprise Funds	\$16.34	\$15.99	\$0.35	2.2%

Note: Calculations reflect rounding.

III. Risks in the FY19 Budget

Because Belmont must operate with a balanced budget, action must be taken if actual spending appears likely to exceed the total budget by year end. Either spending must be reduced in certain areas or reserves such as free cash must be further utilized. Two areas in the budget will require particular monitoring during FY19 because they are especially risky in this sense.

- Special education ("SPED") costs continue to represent a large percent of the Education budget. SPED out-of-district placement and transportation costs are subject to large budget variances. The school department has a state-funded "circuit breaker" SPED reserve account that acts both as a source of funds for SPED line items and as a buffer against unanticipated SPED expenses. Despite the circuit breaker account currently having a healthy balance, there is no guarantee that the account can cover all SPED variances. The June 2017 Town Meeting created a new "Special Education Reserve Fund" to manage SPED expenses but no monies were transferred into that fund and it has a zero balance.
- Healthcare costs have risen sharply and are volatile. Total FY19 healthcare expense, including town and school employees and retirees, is budgeted at approximately \$11.8 million. The increase is about 11%, reflecting the recommendation of the town's external health insurance

consultant. Belmont self-insures for healthcare and moderate variances probably can be covered by the town's resources. Belmont has reinsurance policies to manage extraordinary adverse health insurance events.

IV. Departmental Highlights:

The Warrant Committee has subcommittees that are responsible for analyzing individual departmental budgets and practices. The key analyses and recommendations by each subcommittee are summarized below. More detail is provided in the chapters that follow.

Education (*Belmont Public Schools and Minuteman*):

Total enrollment continues to increase by about 100 students per year. This puts growing pressure on the schools because Belmont is obligated to educate all students who enroll. To accommodate them, the school district at a minimum will need more classrooms and teachers. No other department in town has experienced a similar surge in demand for services.

Belmont's schools are efficiently run with excellent results. But the increase in demand requires an increasing share of the town's overall budget.

Mandated special education costs are high and difficult to predict accurately or control. This area requires careful monitoring. A new 7-12 school could allow changes to SPED programs that might lower cost and improve student outcomes.

Belmont's Minuteman assessment has decreased to \$846,771—almost 7%—for FY19, mainly because of a decrease in enrollment from 28 to 22 students. By voting last year to withdraw from the district, Belmont has avoided incurring the increased cost associated with building the new Minuteman school. Belmont still needs to consider how to handle the vocational education needs of students for FY21 and beyond. Belmont may continue to enroll students at Minuteman in the future as a non-member town if space is available. If the new school reaches capacity, alternatives must be identified.

Public Services (*Department of Public Works (DPW), Community Development (CD), Facilities*)

A new solid waste collection contract is switching to automated collection and single-stream recycling. Automated collection is expected to reduce costs. The cost of recycling collection is higher in the new contract because falling prices in the global recycling market have eliminated offsets previously available to Belmont and other towns.

The pavement management policy has been able to reduce the backlog of work to \$24 million compared to \$41 million 10 years ago, due in significant part to the 2015 override. Indeed, factoring in inflation, the backlog has dropped by more than half.

In spite of the staffing deficiencies, the Facilities department performed well throughout the year; the backlog in internal work orders has been reduced and the department has been instrumental in completing several projects. In April, the Town appointed a new Director of Facilities.

Public Safety (*Police, Fire, Emergency Management*)

The replacement cycle for Public Safety equipment and vehicles should be evaluated. The town should assess the cost-effectiveness of replacing these items less frequently.

The Town Administrator, working with other relevant town departments and committees, should assist the Police and Fire Departments to make the best use of recent investments in software and data management tools.

The Police and Fire Departments should work with the Town Administrator to evaluate how the town's public safety needs can be met with existing budgeted positions. Public Safety officers are among the most expensive FTEs in the Town and any requests for net new additions should undergo thorough review.

The Police Department building does not meet the needs of a modern department. The recommendations to be provided to the town by the Major Capital Projects Working Group and the DPW/BPD Building Committee should address the timetable and scope of work to solve this long-standing problem.

General Government (*Financial departments: Assessors, Accounting, Treasurer; Administrative departments: Human Resources, Information Technology, Town Administrator, Town Clerk*)

Most notable in the Town Administrator's office was the hiring of a new Town Administrator, Patrice Garvin, who began work on January 15, 2018.

The Town Administrator, Board of Selectmen, and Warrant Committee have begun discussing the creation of a new Financial Task Force to create a new/updated financial and strategic plan. One focus of this plan would be leveraging revenue generation opportunities, including grants that may be available for capital planning, regional economic development, complete streets, and green communities, to name a few. With significant difficulties expected in maintaining a level services budget in the FY21 or FY22 timeframe, we strongly endorse such financial planning.

The IT department completed phase one of a 3-year project to transition the town's fiber hub away from the former Belmont Light building on Concord Avenue. This is a critical infrastructure project.

The Town continues to maintain its Aaa bond rating, which is essential to the cost of borrowing for the Town of Belmont. According to Moody's, "The Aaa rating reflects the town's healthy financial operations and reserves, a moderately-sized tax base with strong wealth levels and close proximity to New England's largest employment center, and a manageable debt burden. The rating also incorporates the town's aggressive funding of its moderate pension liability." They also highlight factors that could lead to a downgrade of our bond rating, which include a multi-year trend that results in shrinking reserve funds, substantial unexpected growth in debt burden, failure to address long-term liabilities, and unwillingness of taxpayers to approve debt exclusions or overrides. The Treasurer's office carefully manages these financial metrics and the Town's relationship with the rating agencies.

Human Services (*Council on Aging (COA), Health, Library*)

By leveraging grants, contributions and volunteer services, the Council on Aging more than doubles its \$421,106 budget to deliver services to our seniors.

The Belmont Public Library is the 11th highest circulating public library in the Commonwealth of Massachusetts. A Library Building Committee is now developing schematic plans for a new building on the site of the existing library.

The Health Department has now established a Youth Special Project Coordinator. The Department, recognizing the potential challenges with the legalization of marijuana, is prepared with finalized regulations governing marijuana sales.

V. Free Cash and Stabilization Fund Update

By law, the MA Department of Revenue certifies each city or town's free cash as of July 1. Belmont started FY18 with \$5,646,719 in certified Free Cash. Several years ago the Board of Selectmen and Warrant Committee agreed upon a Free Cash Guideline: Belmont will seek to maintain the amount of Free Cash in the range from 3-5% of the current year's General Fund Revenue Budget (with a target of 4%). This is thought to be a prudent level to cushion against unforeseen adverse financial events. Given the proposed FY19 General Fund Revenue Budget of approximately \$116 million, the guideline indicates a range of approximately \$3.5 million to \$5.8 million. Free Cash per the guideline is adequate for FY19.

Belmont has been drawing upon Free Cash for use in the operating budget for at least a decade. This policy is sustainable to the extent that the Free Cash used is "replenished." Because Belmont aims to budget conservatively, in a typical year there is replenishment on the revenue side (i.e., higher than expected revenue) and on the expense side (i.e., lower than expected costs, otherwise known as "turnbacks"). For FY17, replenishment was approximately \$2.1 million. This level is lower than the average over the preceding five years. Also, there is no guarantee that replenishment will be higher in the next few years.

The recommended FY19 operating budget makes use both of Free Cash and the General Stabilization Fund. Specifically, the budget uses \$1.61 million in Free Cash and \$1.34 million from the GSF. This is the first use of the GSF for operating expenses. There is no expectation of replenishing the GSF

Town Meeting has created four stabilization funds – each effectively "rainy day funds". The Special Education Stabilization Fund was established in 2012 to cover extraordinary special education costs but that fund was drawn down to nearly a zero balance in 2015 and has not received additional funding. As mentioned above, the "Special Education Reserve Fund" was created in 2017 but has not received funding. The Major Capital Stabilization Fund is currently empty because its initial funding of \$1.75 million from the sale of the Woodfall Road parcel has already been transferred to the High School Building Project. The General Stabilization Fund was effectively funded by the 2015 override and had a balance of \$2,945,962 as of July 2017.

The Warrant Committee believes the uses of Free Cash and the GSF in the FY19 budget are appropriate. However, it should be recognized that the GSF will continue to be drawn down. As indicated above, it may not be sufficient to balance the FY21 budget and it is very unlikely to be available for FY22. Free Cash will continue to be used in the operating budget to avoid drastic reductions in town and school services. In order to maintain a Free Cash balance consistent with our guideline, the use of Free Cash and the GSF in the operating budget will soon have to reduce to a level consistent with the expected replenishment.

The Warrant Committee is committed to ensuring that taxpayer monies are deployed with maximum efficiency and effectiveness. Nonetheless, extensive analysis by the Warrant Committee and other town bodies leads to the conclusion that greater reliance on Free Cash will not be possible to avoid the need for a future override if level services are to be maintained.

VI. Longer-Term Issues

We are discussing strategies with the Board of Selectmen, Town Administrator, and the School Department to handle budget deficits that are projected to enter the picture in FY21 or, at the outside, FY22. This is a complex problem involving management of costs, generating economic growth to produce new revenue, management of reserves, and consideration of a future operating override.

Four issues stand out as long-term drivers of increased costs for the town: 1) employee compensation costs, 2) school enrollment growth and special education, 3) capital projects, and 4) unfunded pension and healthcare liabilities.

1. Compensation

Employee compensation represents over 60% of Belmont's operating budget. Many municipal and school employees are unionized, with contracts that typically last three years. It is difficult to change the trajectory of contract terms. For example, a new contract with Belmont's teachers was entered into this year for a three-year term but the existing "step and lane" salary structure, typical across the Commonwealth, was not changed. There is a tension between addressing compensation growth and attracting and retaining top quality talent in this environment. This continues to be a source of pressure when trying to balance budgets while providing the same level of Town services.

2. Enrollment Growth and Mandated School Costs

Belmont's schools are a prized asset. We have an outstanding system that attracts families from all over the world. Due to broad demographic and economic forces, student enrollment has increased by approximately 700 students just in the past seven years, more than the total population of any of our four elementary schools. Moreover, the School Department anticipates an additional 100 students each year for at least several more years. This comes from turnover in the existing housing stock as well as new students expected from the residential expansion in Cushing Square and the Royal Belmont development.

Special Education and English Language Learner costs are additional cost drivers over which the School Department has only limited control due to legal mandates. For example, SPED tuitions, transportation, and related services comprise 14% of the FY19 General Fund School Budget and are scheduled to increase by 7% over FY18.

Maintaining classroom sizes has necessitated more teachers and aides. However, the schools are reaching physical capacity limits. Modular classrooms have already been installed at the Chenery. The November 2017 Town Meeting approved \$2.7 million for additional modulars at the Burbank. It is not clear what other short-term solutions exist if overcrowding continues.

The proposal to replace Belmont High School is now planned to include grades 7-12. It is therefore really two schools, a high school and a junior high school. That fact is the major reason for the size and therefore the cost. That new capacity is critical for dealing with the system-wide growth in the number of students. In the view of the Warrant Committee, an appropriate new school is essential for preserving the quality of the school system and, as a corollary, preserving high and increasing property values and attendant tax revenues.

3. Capital Projects

The Capital Budget Committee (“CBC”) identifies and recommends capital projects that are feasible with the resources made available to it. The FY19 CBC budget of \$1.4 million is typical. The 2015 override also devoted more resources to the pavement management program (including sidewalks) under the Department of Community Development.

There are other capital projects that are too large for the CBC budget. Four projects, in particular, have been the subject of discussion for years and progress is finally being made on them. In the past year the BHS Building Committee has worked intensively to design a new combined high school/junior high school (grades 7-12) and a November 2018 town-wide vote on a debt exclusion to finance the project is expected. A Belmont Library Building Committee was formed in November 2017 and is working on schematic design and a funding strategy, including private fundraising. The plan is to build a new library on the current library site.

A DPW/BPD Building Committee was formed in November 2017 with a charge to improve conditions at the DPW yard and the police station. That committee expects to present a report with a finished schematic design and funding plan at the June 2018 Town Meeting.

The Warrant Committee supports the approaches taken with regard to the high school, the library, the DPW, and the police station.

Belmont still has a significant backlog of both large and small capital projects. The incinerator site and the hockey rink require attention and the Butler, Burbank and Winn Brook schools will require significant upgrades at some point. The Community Path is projected to require over \$2 million for design (construction would be reimbursed or paid for by state and/or federal sources). The CBC budget is not sufficient to address the lengthy list of smaller but still important capital projects in a reasonable time frame.

The great challenge in planning capital projects is finding solutions that minimize the tax burden. In this context, the Warrant Committee believes it would be advisable to begin a community-wide discussion on how Belmont can best prioritize and fund our capital spending program. The Major Capital Projects Working Group was instrumental this past year to make progress on the DPW and police station but it is winding down. The Warrant Committee would be pleased to work with the Capital Budget Committee, the Community Preservation Committee, the Permanent Building Committee, and relevant town and school administrators and elected officials to continue addressing these difficult questions.

4. Pension and OPEB Liabilities

Belmont currently has unfunded pension obligations of over \$76 million. Several years ago the Belmont Retirement Board set 2027 as the date to fully amortize, i.e., pay down, this liability.² Discussions in November 2016 between the Warrant Committee, the Board of Selectmen, and the Belmont Retirement Board led the Retirement Board to extend the planned amortization by two years to 2029.

In FY19 Belmont is contributing a total of approximately \$9.6 million for pension expense for all relevant employees (General Fund, Enterprise, Housing Trust, Belmont Light). Approximately \$1.9 million of this

² The Retirement Board has independent authority to set the amortization schedule. The 2027 date was originally chosen in keeping with state requirements, which have since been eased.

amount is the FY19 budgeted pension expense for current employees. The remainder of approximately \$7.7 million is the required contribution to meet the new amortization target date. The total pension expense is expected to grow by 4.45% annually in order to amortize the unfunded pension liability by the end of FY29.

The Retirement Board's 2029 amortization schedule is based on an assumed average investment return of 7.5% on the pension assets. Belmont conducts a biennial actuarial valuation to evaluate investment performance and other factors, which is used to evaluate our funding strategy. The intent is to pay off the unfunded liability prior to the state-mandated upper limit of 2040, as this leaves some cushion in the event of a financial downturn. If the average investment return falls significantly below 7.5%, either the annual contribution would need to increase (to meet the 2029 target) or the amortization period would need to be extended.

In addition to pensions, Belmont has a large unfunded liability for Other Post-Employment Benefits ("OPEB"). The liability is currently estimated at \$96.7 million. This estimate is much lower than previous estimate of approximately \$186 million due to analysis by the Belmont OPEB Study Group and an actuarial consultant. The OPEB liability is difficult to measure because it depends on many assumptions about future health care costs, longevity, and investment returns. The OPEB Study Group considers the new estimate to be more reliable because it is based more closely on actual Belmont claims experience than previous estimates. The new estimate comports with the GASB 74 accounting standard.

The following table shows the total actual medical claims by Belmont retirees under the relevant insurance plans.³ This information will be useful to update estimate of the OPEB liability in the future.

Year	Non-Medicare	Medicare	Total Claims	% Change
FY13	\$2,238,099	\$168,655	\$2,406,753	
FY14	\$1,696,958	\$215,486	\$1,912,444	-21%
FY15	\$2,181,562	\$257,218	\$2,438,779	28%
FY16	\$2,223,671	\$270,920	\$2,494,591	2%
FY17	\$1,859,666	\$245,401	\$2,105,067	-16%
FY18	\$1,797,354	\$194,124	\$1,991,478	-5%

Belmont funds current health care costs for employees and makes an annual contribution to help amortize the OPEB liability. The amortization payment is determined by a formula developed by the Warrant Committee and the Town Treasurer several years ago and is on the order of \$400,000 per year. The plan is to accelerate paying down the OPEB liability after the unfunded pension obligation is extinguished.

Belmont is not alone with regard to its large unfunded retiree healthcare liability. This is an issue for towns across the country. The Warrant Committee believes our current strategy for managing the OPEB liability is feasible and appropriate. We will to continue to help monitor and manage this obligation.

VII. Organization of the report

As in the past, the Warrant Committee takes a programmatic approach to analyzing the budget. Under this approach, we identify the programs provided by each department and then analyze the cost and

³ The Town Moderator has asked the Warrant Committee to include this information in the report and offer analysis in future reports as part of the effort to manage both current costs and the OPEB liability.

FTE allocations of those programs. For each department, we have provided a description of the core mission and services provided. We then present a spending overview on a programmatic basis. An expense analysis follows, detailing and explaining those expense items that have changed by more than \$10,000 and 5%. There is description of proposed additions to programs and services, whether budgeted or not. Where useful, we have included special analyses and recommendations on issues confronting a department.

This report is a collaborative report that reflects many hours of work by all members of the Warrant Committee with assistance from the Town Administrator, the Town Treasurer, the Town Clerk, the School Committee and the School Superintendent, and each of the department heads. The Chair of the Warrant Committee takes responsibility for the content. We welcome all feedback that could help make the report more useful to Town Meeting Members. Please email any comments to warrcommpublic@belmont-ma.gov.

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General Government

Article 19A: That under General Government, \$4,789,622 be raised and appropriated.

General Government departments are responsible for the administrative, financial, legal, and management functions of the Town. They are Town Clerk, Town Administration, Human Resources, Information Technology, Town Accountant, Town Treasurer, and Assessors' Office.

Town Clerk

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$485,983	\$70,008	16.83%	4.50

Department Mission / Description of Services

Mission: To support town governance by gathering, recording and communicating vital information in a timely and accurate manner.

Services: (a) Elections and Registration: conduct elections, maintain the town census and voting lists, promote voter registration and participation; (b) maintain the town's vital records from 1859 to present, issue licenses, maintain information about Town Meeting, boards and committees in compliance with Open Meeting Laws, ensure compliance with ethics and campaign reporting requirements; and (c) Legislative: provide information support to Town Meeting members and support to conduct Town Meeting.

Budget by Program

Most of the cost is distributed between two areas – Elections and Registration and Town Clerk responsibilities.

Program	FTEs	FTE %	Budget \$	Budget %
Elections & Registration	2.05	45.6%	\$243,143	50.0%
Town Clerk	2.10	46.7%	\$217,346	44.7%
Legislative	0.35	7.8%	\$25,494	5.2%
Total	4.50	100.0%	\$485,983	100.0%

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

Line Item	FY19	Prior Year	% Change	Explanation
Part Time Sal Poll Workers	\$78,500	\$37,500	109.0%	More elections in FY19 than FY18

Requested Adds (not included in the budget above)

None.

Special Analysis and Observations

The new Massachusetts public records law went into effect in January 2017, leading to a significant increase in public record requests. The Town Clerk's office implemented a software solution, Next Request, to track requests from inquiry to resolution, and it has been enthusiastically embraced by the office of the Town Clerk and Belmont residents. The application has significantly reduced the manual effort required for each request and made it possible to absorb the work without adding staffing. The department continues to push forward with additional IT solutions, as evidenced by the installation of six new software apps in the past five years.

The project to digitize Town Meeting Transcripts has been delayed, but is expected to move forward and be completed by the expiration date of the CPA grace period.

Town Administration

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$1,006,789	(\$37,352)	-3.58%	5.00

Department Mission / Description of Services

Mission: Under the policy direction of the Board of Selectmen (BOS), the Town Administrator shall: (i) serve as the town's chief administrative officer; (ii) act as the agent for the BOS; (iii) be responsible to the BOS for the proper operation of town affairs; (iv) supervise, direct and be responsible for the efficient administration of all departments and employees under the jurisdiction of the BOS; and (v) perform all functions for which the administrator is given responsibility, authority or control by the Town Administrators Act of 2013, by-law or vote of the BOS.

Services: (a) Oversee and coordinate activities of Town departments; (b) initiate and organize planning and budgeting; (c) serve as senior point of contact for residents, the media and the general public regarding town services and issues; (d) coordinate and manage legal services and risk management.

Budget by Program

The largest amount of time and resources are spent in General Management services, which includes but is not limited to, managing and coordinating the work of department heads, overseeing and procuring insurance, and handling community relations. Legal Services takes the next largest amount of resources.

Program	FTEs	FTE %	Budget \$	Budget %
General Management	5.00	100.0%	\$616,096	58.7%
Board of Selectmen	0.00		\$85,693	12.1%
Legal Services	0.00		\$297,500	28.5%
VFW Lease Agreement	0.00		\$7,500	0.7%
Total	5.00	100.0%	\$1,006,789	100.0%

Expense Analysis

The following budget line items changed by more than 10% and by more than \$10,000 from the prior year.

Line Item	FY19	Prior Year	% Change	Explanation
Selectmen - Professional and Technical Services	\$63,840	\$88,200	-27.6%	Reduced based on actual spending needs

Requested Adds (not included in the budget above)

None.

Special Analysis and Observations

Most notable in the Town Administrator's office was the hiring of a new Town Administrator, Patrice Garvin, who began work on January 15, 2018. The Town Administrator applied for and received a grant from the Collins Center at UMass Boston to create a financial model for the town, as well as consolidate

all of the town policies in one manual. That work is underway, and is expected to be completed this calendar year.

The Town Administrator and Board of Selectmen have begun discussing the creation of a new Financial Task Force to create a new/updated financial and strategic plan. One focus of this plan would be leveraging revenue generation opportunities, including grants that may be available for capital planning, regional economic development, complete streets, and green communities, to name a few.

Capital projects will continue to be a priority for the Town Administrators office, including the Belmont High School building project, Police Station and DPW buildings, skating rink, incinerator site, Pequossette and Grove Street playgrounds, and the Community Path.

Additional goals include implementation of the new solid waste collection system, smart meters for water consumption, recommendations for vocational education, implementation of the recreation strategic plan, and improvements to the town budgeting process.

FY19 Recommendations

We would like to see the Town Administrator's office work with the IT department to explore the possibility and timing of a website redesign. The result could be a website that increases the ability of residents to find the information they seek and to track their questions as they are resolved, which would both free up staff time and increase resident satisfaction.

Several departments have expressed a need for more support in applying for grants. We recommend that the Town Administrator work with the departments to identify issues and find solutions that could improve the process to leverage grant opportunities.

Human Resources

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$309,350	\$11,282	3.79%	2.92

Department Mission / Description of Services

Mission: Provide a range of personnel services to the Town.

Services: (a) Benefits administration for current employees, retirees and survivors; (b) management of employee/labor relations including contract negotiations, grievances, performance policies and handbooks; (c) implementation of pay and position classification including maintenance of job descriptions and pay plans for all employees; (d) recruiting and overseeing training for employees in compliance with contracts and state and federal regulations; and (e) providing information and assistance on HR-related matters to residents, prospective applicants, other municipalities and government agencies.

Budget by Program

Time and money are divided among Benefits Administration services including health, dental and life insurance and flexible spending and deferred compensation plans, labor relations and negotiations, pay and classification plan matters, and general assistance to employees, agencies and the general public.

Program	FTEs	FTE %	Budget \$	Budget %
Benefits Administration	0.39	13.4%	\$37,515	12.2%
Employee/Labor Relations	0.54	18.5%	\$62,516	20.2%
Pay and Classification	0.63	21.6%	\$63,366	20.5%
Recruitment & Retention	0.78	26.7%	\$88,521	28.6%
Other	0.58	19.9%	\$57,432	18.6%
Total	2.92	100.0%	\$309,350	100.0%

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

None.

Requested Adds (not included in the budget above)

None.

Special Analysis and Observations

The department is continuing collaboration with the School Department and union leaders to improve and look for potential savings in benefit offerings. Work is continuing to streamline and improve hiring, orientation, and exit interview processes. Primary challenges in FY19 will be reaching a settlement for one remaining open union contract and continuing to ensure compliance with requirements of the Affordable Care Act.

Information Technology

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$942,522	\$22,648	2.46%	5.00

Department Mission / Description of Services

Mission: Provide the technology infrastructure for the town government.

Services: (a) Maintain core network infrastructure (including backup and security); (b) provide essential enterprise software systems; (c) provide coordinated support for GIS data and software; (d) provide and maintain desktop and field hardware and software equipment, applications and support; and (e) provide user training.

Budget by Program

Personnel expenses account for 47% of the budget, with the remainder spent on software licensing and support, computer equipment, and other non-salaried cost of services.

Program	FTEs	FTE %	Budget \$	Budget %
Desktop Services	1.20	24.0%	\$142,321	15.1%
ERP Systems Admin	1.20	24.0%	\$235,630	25.0%
GIS/DB Admin	1.10	22.0%	\$34,874	3.7%
File Server/Communications	1.30	26.0%	\$491,996	52.2%
Technology Training	0.20	4.0%	\$37,701	4.0%
Total	5.00	100.0%	\$942,522	100.0%

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

None.

Requested Adds (not included in the budget above)

None.

Special Analysis and Observations

The IT department completed phase one of a 3-year project to transition the fiber hub located in the Belmont Light building. The town's fiber network has grown over the years on an as needed basis, and phase one has given us our first-ever map of the network. Phase two (in FY19) will create a new fiber network design that is planned and efficient, and phase three (in FY20) will implement the new network design. The transition is planned to coincide with the decommissioning of the old light building, freeing the building for other uses.

The IT department has worked with other departments to automate a variety of manual processes. For example, the Town Clerk's office has two trained staff members who have created many applications based on the town's GIS and PeopleForms systems. Other departments have partnered with IT to

automate a number of tasks, and there is much more potential to streamline the process of delivery town services.

Security is always a major area of concentration that occupies over 50% of staff time. The department is diligent about keeping security systems up to date and monitoring the network for intrusions. Ransomware attacks have become a significant problem in corporate and government networks. Social engineering, like phishing, is the primary method of introducing ransomware, and the IT department has worked with all town employees to increase awareness and recognition of these types of risks.

FY19 Recommendations

One major concern of residents is the ability to find information on the town's website and to get updates about inquiries/projects with town government. We recommend that the IT department and the Town Administrator's office consider the possibilities of a future website redesign. The IT department could explore the current options for CMS software (customer management software) to help residents track their requests. In addition, residents could be included in the information design to help organize information in ways that users expect to find it.

We would like to see the town explore the possibility of consolidating IT personnel in some of the town departments. The departments already work closely together and cover for each other when staff are on vacation or out sick, but there are advantages – both financial and functional – to combining small IT departments to work as part of a more concentrated center of expertise.

Town Accountant

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$473,209	\$55,447	13.27%	3.60

Department Mission / Description of Services

Mission: To perform accounting, auditing, procurement, and budgeting/reporting functions.

Services: Prepare Town financial statements, maintain general ledger, prepare required filings to MA Department of Revenue, and assist with recapitulation for tax rate certification. Auditing — work with external auditors, review internal procedures and perform fraud risk assessments, assist with Town compliance with Personal Information Protection Program Contracts/Accounts Payable, maintain custody of all contracts, prepare and approve all warrants for payments in accordance with Massachusetts General Laws. Budgets — provide financial information to all town departments, assist in preparation of department budgets and monitoring revenues and expenditures.

Budget by Program

Program	FTEs	FTE %	Budget \$	Budget %
Accounting	0.80	22.2%	\$114,324	24.2%
Auditing	0.70	19.4%	\$103,845	21.9%
Budgeting/Reporting	0.50	13.9%	\$57,394	12.1%
Accounts Payable & Purchasing	1.40	38.9%	\$156,691	33.1%
Other	0.20	5.6%	\$40,955	8.7%
Total	3.60	100.0%	\$473,209	100.0%

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

Line Item	FY19	Prior Year	% Change	Explanation
Professional and Technical Services	\$25,000	\$12,500	100.0%	Implementation of GASBs # 74 & #75, as related to OPEB Actuarial studies, for Town, School and Light departments

Total department budget increased by \$55,447 but \$43,015 of this increase reflected health insurance expense. Health insurance expense is discussed separately in the executive summary.

Requested Adds (not included in the budget above)

None.

Special Analysis and Observations

The Town Accounting department has made great progress in using updated accounting standards and implements new accounting technology such as MUNIS. The department plays an essential role in monitoring costs and revenue and making sure various departments create financial reports that enable

Belmont to be managed efficiently. Recommendations would be to continue to adopt best practices in terms of technology, report generation and integration with all town departments.

Town Treasurer

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$724,518	\$43,767	6.43%	7.50

Department Mission / Description of Services

Mission: To manage all cash collections, borrowings, investing and disbursements for the Town.

Services: The Treasurer's Department manages all cash collections, borrowings, investing and disbursements, insuring the safety of all funds and adequate liquidity to pay obligations as due. In addition, the Treasurer is responsible for other financial functions including the administration of payrolls, deferred compensation plans, management of real estate and other tax collections, preparation of quarterly reports for the IRS, liaison with debt rating agencies, and serving as the Parking Clerk.

Budget by Program

Program	FTEs	FTE %	Budget \$	Budget %
Treasury Management	3.60	48.0%	\$297,378	41.0%
Collections	3.30	44.0%	\$288,974	39.9%
Parking	0.60	8.0%	\$138,166	19.1%
Total	7.50	100.0%	\$680,751	100.0%

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

Line Item	FY19	Prior Year	% Change	Explanation
Treasurer - Full Time Salaries	\$341,279	\$300,449	13.6%	Part-time position became full-time
Treasurer - Part Time Salaries	\$19,811	\$59,199	-66.5%	Part-time position became full-time
Parking Meters & Devices	\$30,000	\$0		Parking station maintenance

Requested Adds (not included in the budget above)

None.

Special Analysis and Observations

None.

FY19 Recommendations

The Town continues to maintain its Aaa bond rating, which is essential to the cost of borrowing for the Town of Belmont. According to Moody's, "The Aaa rating reflects the town's healthy financial operations and reserves, a moderately-sized tax base with strong wealth levels and close proximity to New England's largest employment center, and a manageable debt burden. The rating also incorporates the town's aggressive funding of its moderate pension liability." They also highlight factors that could lead to a downgrade of our bond rating, which include a multi-year trend of operating deficits that result in shrinking reserve funds, substantial (unexpected) growth in debt burden, failure to address long-term

liabilities, and unwillingness of taxpayers to approve debt exclusions or overrides. The Treasurer's office carefully manages these financial metrics and the Town's relationship with the rating agencies.

Belmont has long-term financial challenges. It is essential that the Board of Selectman and the Town Treasurer continue to collaborate to find alternative revenue opportunities given the reliance on property taxes to fund the majority of Belmont's budget.

Assessors Office

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$447,251	\$31,097	7.47%	3.43

Department Mission / Description of Services

Mission: To list and value all real and personal property for purposes of taxation by the Town.

Services: The Assessor's office is responsible for listing and valuing all real estate and personal property in Belmont. It is also charged with the administration of tax exemptions, excise and real estate and personal property abatements as well as inspections and changes in value due to structural additions and modifications. It operates under the oversight and direction of an elected Board of Assessors.

Budget by Program

Program	FTEs	FTE %	Budget \$	Budget %
List & Value	1.10	32.1%	\$143,568	34.5%
New Growth	1.00	29.2%	\$130,597	31.4%
Abatements & Exemptions	0.86	25.1%	\$112,260	27.0%
Excise Taxation	0.47	13.7%	\$60,826	14.6%
Total	3.43	100.0%	\$447,251	100.0%

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

Line Item	FY19	Prior Year	% Change	Explanation
Revaluation services	\$120,000	\$100,000	20.0%	Smoothing cost of revaluation services, instead of spike every 5 years

The Commonwealth has informed Belmont that the town will no longer need to undergo a revaluation audit every three years but rather every five years. Ultimately this will decrease annual expenses, as costs will now be spread over five years. However, the Commonwealth has tightened annual reporting requirements, such that certain revaluation activities are now annualized, as opposed to occurring in the revaluation year. Also, all photos in the property database need to be updated.

Requested Adds (not included in the budget above)

None.

Special Analysis and Observations

The Department has renewed the appraisal software contract with J.F. Ryan that has been used for many years, at a favorable rate. This software (Computer Aided Mass Appraisal or "CAMA") works well for Belmont and the staff is well-trained in its use.

New growth figures for FY19 are expected to be in the range of \$900,000. Ongoing completion of the Royal Belmont accounts for \$400,000 of this number. The Bradford (in Cushing Square) may also contribute to new growth as portions of that project reach completion. Typical new growth figures are in the range of \$550,000 annually.

The Abatements and Exemptions reserve is now \$800,000 (an increase from \$750,000) which is approximately 1% of the property tax revenue (the Commonwealth would approve a range of 1-5%). The additional reserve allows for larger new growth valuations that might create additional abatement requests.

FY19 Recommendations

Business property (both real and person) once accounted for approximately 10% of Belmont's annual property tax receipts. Business property currently accounts for approximately 5% of annual property tax receipts. It would be helpful to understand more about the decline of this percentage as we try to increase the town's commercial tax base.

We recommend a study to explore the factors that shape the distribution of the tax burden and determine what issues and opportunities there might be.

We also recommend an analysis of the property tax deferral program for seniors to determine if it is being used effectively and whether any improvements could or should be made.

Human Services

Article 19H: That under Human Services, \$3,333,401 be raised and appropriated.

Council on Aging

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$421,106	\$21,949	5.50%	5.70

Department Mission / Description of Services

Mission: Provide services to enrich the ability of seniors to live safe, independent, meaningful and healthy lives. There are approximately 5,300 Belmont residents over the age of 60 which is approximately one-fifth of the population.

Services: Transportation; social services for seniors and their families; on-site and home-delivered meals through Springwell, a funded non-profit; fitness activities and health education; recreation, education and arts programs for socialization; volunteer service opportunities; and, senior trips. Also manages the Beech Street Center rental program. The number of different users (about 2,000) remained approximately the same, with about 70 percent of the users as Belmont residents. The remaining 30 percent are non-residents (who are eligible to use the Beech Street Center under State law). Many of these non-residents are either former Belmont residents or the immediate family members of a Belmont senior they are assisting. The visits to the Beech Street Center average slightly more than 300 per day.

Budget by Program

Transportation accounts for the largest percentage of FTEs (33.3%) and highest percentage of budget dollars (30.9%). FTEs for volunteers or grant-funded programs are not included. The COA expects delivery this spring of a new van provided 80 percent by a grant from the State Department of Transportation with 20 percent (\$11,000) appropriated by last year's Town Meeting.

Program	FTEs	FTE %	Budget \$	Budget %
Transportation	1.90	33.3%	\$130,275	30.9%
Social Services	1.20	21.1%	\$96,412	22.9%
Nutrition	0.10	1.8%	\$13,575	3.2%
Health & Wellness	1.00	17.5%	\$98,368	23.4%
Socialization, Adult Ed	0.90	15.8%	\$52,644	12.5%
Volunteer Services	0.40	7.0%	\$15,686	3.7%
Senior Trips	0.10	1.8%	\$7,056	1.7%
Total	5.70	100.0%	\$421,106	100.0%

The COA budget is significantly augmented by grants that cover FTEs as follows: 0.60 for Transportation, 0.30 for Volunteer Services, and 0.26 for Media Specialist.

Expense Analysis

The \$21,949 increase in the budget results primarily (i) because of an aberration in last year's budget relating to retirement and health care expenses causing in a decrease of \$11,263; (ii) the upward

reclassification of the Director's salary and the upward reclassification in salary resulting in the coordinator being promoted to the position of Assistant Director; (iii) the four percent merit increase in several of the members of the staff; and (iv) an increase of \$3,100 in health care. Transportation is again approximately 1/3rd of the budget and amounts to a cost of approximately \$17.00 per ride. The COA is exploring issuing a RFP jointly with the City of Newton for backup transportation to be serviced by a ride sharing company, such as Uber or Lyft. Transportation for the seniors is critical to many if they are to remain independent. To employ a means testing would disqualify as COA for transportation grants. Transportation expenses are supported to a small degree by State and private grants. Most of the Health and Wellness budget line items are largely self-supporting by revolving funds.

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

Line Item	FY19	Prior Year	% Change	Explanation
Full Time Salaries	\$255,908	\$242,280	5.39%	Reclassification of Director and promotion of Coordinator to Assistant Director

Requested Adds (not included in the budget above)

The COA is taking the lead position in a planning group consisting of a representative from each of the Fire Department, Police Department, Health Department and Community Development to address seniors at risk in housing. Many seniors living alone may encounter mental health issues, be susceptible to hoarding, and slip into substandard living conditions. The planning group is seeking funding for a 19-hour-a-week social worker to assist in addressing this need.

Special Analysis and Observations

The COA is better staffed this year by reason of the upgrading of the Coordinator to the position of Assistant Director and the addition of a part-time Media Specialist.

Assuming the fair value of volunteer service is \$15.00 an hour, a detailed analysis of the additional funding the COA is able to secure outside the Town budget in the form of grants, contributions and volunteer services totaled \$560,874 last year.

The results of the initiative last year of expanding the COA programs to the evening have proved disappointing. The rental of the Beech Street Center is improving somewhat and it appears that this fiscal year it is on track to have net rentals after custodial expenses of approximately \$17,000 as compared to \$11,000 the previous year.

The COA secured an \$8,000 grant from the Tufts Foundation to assess the needs of the older adults in the Town, which resulted in a report identifying the needs of the seniors and strategies for addressing them.

Health Department

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$626,035	\$43,330	7.44%	4.90

Department Mission / Description of Services

Mission: To enforce state and local health and environmental regulations, disease prevention, and health promotion activities to maximize health of residents.

Services: (a) enforce the mandated state sanitary codes, including inspections and complaints; (b) investigate and monitor disease outbreaks, disease prevention and health promotion, provide health education, and participate in public health emergency preparation; (c) provide social services to veterans, youth and families (seniors are served through the Council on Aging); and (d) enforce state and local regulations related to the control and care of animals.

Budget by Program

The largest share of time and budget is devoted to environmental health (inspections and complaints). Disease control is performed by a nurse shared with the town of Lexington (through a contract, not as a Belmont employee). Contracting out of a portion of restaurant inspections has been, and continues to be, successful in freeing up time for department staff to focus on other areas.

Program	FTEs	FTE %	Budget \$	Budget %
Animal Care & Control	1.00	20.4%	\$70,539	11.3%
Environmental Health	2.00	40.8%	\$241,664	38.6%
Youth, Family, Veterans	0.90	18.4%	\$190,196	30.4%
Disease Control	0.00		\$41,494	6.6%
Admin	1.00	20.4%	\$82,142	13.1%
Other	0.00		\$0	
Total	4.90	100.0%	\$626,035	100.0%

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

Line Item	FY19	Prior Year	% Change	Explanation
Part Time Salaries	\$59,805	\$38,488	55.4%	Increase to boost hours for the Town Social Worker and fund a part-time intern to handle the rat problem.

Requested Adds (not included in the budget above)

Potential addition of FTE hours and funding to increase the Public Health Administrative Assistant position from 35 to 40 hours per week for increased responsibilities administration of Weights & Measures and Youth Commission programs.

Additional funding for a “Public Health Specialist” position that would assist with inspections, response to nuisance complaints, community education, and administrative tasks.

Special Analysis and Observations

The Health Department participates in numerous collaborations providing grants and programming, including mosquito control, tobacco prevention, substance abuse, emergency preparedness, and stress management. Additionally, through regionalization, the department shares a nurse with Lexington and a weights-and-measurements professional with Arlington.

Hoarding, rats, trash, and unsanitary housing conditions remain big concerns of the department. An increase in complicated housing issues and nuisance complaints has increased the number of time-consuming investigations and has challenged departmental resources to adequately address them. Time spent on these issues decreases the ability of the department to engage in public health prevention education activity.

The opioid epidemic also remains a concern, although the department believes it is a manageable one in Belmont with continued public education and outreach efforts.

Looking ahead, the Massachusetts Department of Public Health grant for the tobacco prevention collaboration has ended. Belmont Health Department staff will have to take on the responsibility of conducting tobacco inspections, compliance checks, updating policies, and educating retailers without additional resources. Marijuana legalization in Massachusetts and potential retail sales in Belmont also represent a conceivable challenge for the department, although the department already has recently finalized regulations governing marijuana sales.

FY19 Recommendations

Belmont’s health department, and many other area health departments, is quite small. Belmont’s health department has leveraged regional collaborations for the delivery of some services. Expanding regional cooperation for the delivery of more services could offer additional promise, especially as a way to increase the delivery of public health prevention education.

With such a small staff, Belmont’s Health Department is challenged to seek out and respond to all potential grant sources for the benefit of the town. It is a problem shared by other Belmont departments, as well. The Health Department should consult with the Town Administrator about how best to ensure that the Department is in the best position to apply for appropriate grant resources

Library

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$2,286,260	\$57,407	2.58%	24.50

Department Mission / Description of Services

Mission: The mission of the Belmont Public Library is to enrich the lives of the community by empowering its citizens' personal, educational and professional growth. The library is dedicated to advancing literacy and fostering life-long learning.

Services: Curate resource collections; facilitate circulation of resources; provide reference and research support; sponsor programs; maintain public community spaces and meeting rooms; support life-long learning, including technology training; and, participate in larger networks such as the Minuteman Library Network, Massachusetts Library Association, and Mass Library System.

Budget by Program

The library provides services in five primary program areas: Circulation Services; Adult/Reference Services; Young Adult Services; Children's Services, and Technical/Processing Services.

The budget calls for an increase of 2.6%, with no significant changes in the allocation across program areas.

The FY19 allocations are provided below. Public Services include the first four program areas noted above. When combined with Technical/Processing services, these five program areas account for 87% of the FTEs and 77% of the total budget.

Program	FTEs	FTE %	Budget \$	Budget %
Public Services	17.90	73.10%	\$1,451,276	63.5%
Technical/Processing Services	3.30	13.50%	\$318,682	13.9%
Plant Operations	1.30	5.30%	\$320,497	14.0%
Administration	2.00	8.20%	\$195,805	8.6%
Total	24.50	100.0%	\$2,286,260	100.0%

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

None.

Special Analysis and Observations

The efficient utilization of staff is an on-going focus of both the library director and the trustees. In FY 18 this was exemplified by the purchase of self-checkout stations which help the library manage growing circulation volumes without increasing staff.

One of the new services the library is exploring is to expand their lending services into certain non-traditional items (e.g., cooking equipment or recreational equipment), the so-called "library of things".

This is a growing trend for many libraries, including libraries in surrounding communities. Offering such materials would be expected to only account for a very small fraction of the library's total catalogue of items available for circulation, in comparison to more traditional items, like books and electronic media. Moreover, it may provide some challenges for the efficient utilization of space, particularly in the current building. But, it also represents an example of the how the library is responding to the evolving trends in the industry and the changing demands of its customers.

The library administration and trustees are making steady progress on planning for a new facility. Town Meeting approved the creation of a Building Committee at the November 2017 Town Meeting. In the year ahead, the Building Committee is expecting to engage an owner's project manager and an architect, in order to begin the process of soliciting community input and developing a schematic design. At the same time, the director and the trustees are also focused on the challenge of balancing the need to maintain the existing building and provide services to library patrons while also remaining cognizant of the potentially limited useful life of any enhancements to the current facility.

Public Safety

Article 19D: That under Public Safety, \$14,518,286 be raised and appropriated.

The Public Safety departments are the Police Department and the Fire Department. In addition to these two departments, the Public Safety appropriation includes \$24,341 for the Belmont Emergency Management Agency (BEMA), a mandated function responsible for planning, training, compliance and mitigation in relation to disaster planning and Homeland Security.

Police Department

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$8,014,458	\$217,064	2.78%	86.00

Department Mission / Description of Services

Mission: The Police Department's primary responsibility is to protect and serve the Town residents.

Services: There are five primary services: 1) Police Patrol Services; 2) Traffic Management; 3) Detectives and Investigations; 4) Community Services; and, 5) Public Safety Communications.

Budget by Program

Program	FTEs	FTE %	Budget \$	Budget %
Patrol Services	35.00	40.7%	\$4,549,250	56.8%
Traffic Management	27.00	31.4%	\$690,658	8.6%
Detectives & Investigations	5.00	5.8%	\$698,044	8.7%
Community Services	4.00	4.7%	\$408,558	5.1%
Joint Public (911)	10.00	11.6%	\$1,030,263	12.9%
Administration	3.00	3.5%	\$551,206	6.9%
Records	2.00	2.3%	\$86,479	1.1%
Total	86.00	100.0%	\$8,014,458	100.0%

Note: The department also utilizes 26 volunteer and per diem staff in addition to the above FTEs.

The FY19 budget for the Police Department calls for a 2.8% increase over the FY18 Budget. About 57% of the budget is allocated to Patrol Services, which provides 24/7 coverage of the Town. The next largest portion of the budget is Communications, 13%, which handles emergency calls for both the Police and Fire Departments, including emergency medical services, as well as all after hours calls for the town. Administration expenses, including records, account for 8% of the budget.

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

Line Item	FY19	Prior Year	% Change	Explanation
Police Patrol/Prof Services-Data Processing	\$67,300	\$56,500	19.1%	Increased maintenance and data storage costs.
Police Patrol/Replace Equipment	\$180,000	\$165,000	9.1%	The cost of replacing police cruisers

has increased. The department replaces cruisers every three years.

Requested Adds (not included in the budget above)

The Police Department requested funding to hire an additional School Resource Officer for the middle school. However, the position will be filled from the vacancy created by a retirement in the department.

Special Analysis and Observations

General: Community policing is an increasingly complex engagement, influenced by the rise in opioid usage, widespread mental health and domestic abuse issues, and the perception of policing driven by incidents occurring elsewhere. The Belmont Police Department's proactive engagement in these issues and community-based outreach continues to be an important asset to the town.

The opioid epidemic remains an area of concern. The department also has distributed Naloxone (Narcan) to all of its officers to assist with response to calls involving potential overdoses. (The Fire Department also is equipped with Naloxone for its responses to medical emergencies.)

Technology and Data Management: In recent years, the Department has been challenged to make the fullest use of technology and data management, including making maximum use of its existing QED record management system. The town plans to undertake a review of technology assets, which the Police Department will participate in.

Staffing: FY18 is the first year in many that the Department is fully staffed at its budgeted number of positions. In addition to 48 sworn police officers, the Department oversees 33 additional communications, traffic safety, community service and administrative personnel, as well as 26 auxiliary and special police volunteer personnel for a total of 107 departmental employees. The roster has decreased by five employees from last year's 112 due to the retirement of four police auxiliaries and one school crossing guard. The Department believes the School Resource Officer (SRO), added in FY16, is extremely useful and plans to add another to provide coverage for the middle school. Because of the expense of adding additional officers, including salary and benefits (e.g., pension-related expenses and post-employment health benefits), potential redeployment options are preferable to additional officer hires.

Physical Plant: The Department's building does not meet the needs of a modern police department. The report to this TM by the DPW/BPD Building Committee authorized by the November 2017 STM includes a schematic design and budget to address the condition of the police station.

FY19 Recommendations

Recommendation	Explanation
Work with the Town Administration on a review of technology assets.	The town is planning to undertake a review of technology assets, which should involve the Police Department in order to: 1) assess the ongoing technology needs of the department and the level and type of ongoing support needed, and 2) make recommendations on how to maximize the use of existing investments.
Consider a longer replacement cycle for the department's police cruisers.	The budget includes \$180,000 to replace three police cruisers (\$60,000 per vehicle), a recurring cost each year. Because the department budgets, on average, \$1,523 per vehicle for maintenance each year, a longer replacement schedule (e.g., 4-5 years) could save \$60,000 or more per year in vehicle

Explore the use of idling reduction technology, especially in new police vehicles.	replacement costs. Idling reduction technology can dramatically reduce fuel costs and emissions from idling police vehicles, as well as reduce engine idling, which can extend the life of the department's police cruisers.
Explore replacing Belmont's 911 communications center with a regional one.	Moving to a regional 911 center that supports more than one town opens the door to Massachusetts E911 support and equipment grants, which can dramatically reduce expenses. If Belmont were to become the regional communications hub for itself and at least one other town, potential savings would be even greater.
Work with the Town Administration to access resources for grant writing.	The Town Administrator should procure the appropriate internal or external resources to assist the department with accessing grant funds.

Fire Department

Budget Overview

FY18	\$ change from prior year	% change from prior year	FY18 FTEs
\$6,479,487	(\$90,164)	-1.37%	55.49

Department Mission / Description of Services

Mission: The Fire Department's primary responsibility is providing emergency response to Town residents.

Services: The Fire Department is divided in to the following functions: 1) fire suppression, which acts to extinguish and prevent the spread of fires, including responding to calls where a fire is likely; 2) fire prevention; 3) emergency rescue services; 4) service calls and 5) fire department administration.

Budget by Program

Program	FTEs	FTE %	Budget \$	Budget %
Fire Administration	5.49	9.9%	\$813,024	12.5%
Fire Suppression	50.00	90.1%	\$5,467,213	84.4%
Rescue Services	0.00		\$199,250	3.1%
Total	55.49	100.0%	\$6,479,487	100.0%

Although the Fire Department is divided into five functions, the need to staff Fire Suppression 24/7 drives 84% of the FY19 budget and all of the non-administrative FTEs. These expenditures also cover ambulance, emergency and service calls, minor maintenance, and other tasks performed by the Fire Suppression personnel when not on fire calls. The EMS portion of the budget includes supplies, training and overtime, and other incremental costs required to provide ALS/BLS services. The bulk of EMT and ALS stipends are included in departmental expenses.

The Department's budget will decline by (1.37%) in FY19 from FY18, due primarily to lower salary costs as experienced personnel have retired and been replaced by firefighters at lower salaries. Additionally, capital outlays are lower because of the completion of the installation of the new record management system. Recently signed Collective Bargaining Agreements call for a 7% increase in salaries over the next three years, in line with other Town departments.

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year:

Line Item	FY18	Prior Year	% Change	Explanation
Fire Admin. Software Licenses	\$43,900	\$19,900	120.6%	Increased costs for Telestaff and Zoll RMS licensing and cloud storage.
Fire Admin Equip Replacement	\$21,000	\$56,475	-62.8%	Reflects completion of Telestaff upgrade.
Fire Suppression FT Salaries	\$3,215,249	\$3,322,359	-3.2%	Reflects lower salaries of new firefighters as more experienced

Fire Suppression Longevity	\$0	\$17,867	-100.0%	personnel retire. Benefit was removed from this line in new labor contract.
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Requested Adds (not included in the budget above)

For the past five years, the Department has requested a full-time ALS coordinator, ½ FTE Data Analyst position, and dedicated technology support of 10-20 hours per week.

See below for discussion of these requests.

Special Analysis and Observations

Ambulance Services: The Fire Department provides both Basic Life Support ambulance service (BLS) and, since FY14, Advanced Life Support (ALS) services to the Town. In FY17, there were 1,103 ambulance transports made by the FD, of which 60% were ALS and the remainder BLS. In spite of higher ALS transports, FY17 revenues were \$780,705, \$54,754 less than FY16. This is attributed to a change in payor mix resulting in lower net average collections. FY19 Budgeted ambulance revenues are \$820,000.

Administrative Turnover: The Department continues to experience turnover through retirements, including the Assistant Chief and Fire Inspector who retired in the last year. In anticipation of high turnover, the Department has hired new firefighters; however, the lag between hiring and Academy training will result in lower FTEs for the 1st quarter of FY19. Additionally, unanticipated retirements will further reduce FTEs. New firefighters will not be hired until accrued leave is paid out and there are sufficient funds for the new hires.

Overtime: If the Fire Department has less than its stated minimum shift of 11 necessary to respond, firefighters are called in on overtime to ensure that the equipment is fully staffed for any potential emergency. In FY17, Department overtime totaled \$685,576 or 12.2% of the FY17 suppression compensation. Overtime varies year to year based on the number of unanticipated departures, sick leaves, injuries, training and other reasons. In addition to these types of vacancies, current collective bargaining agreements allow for 5-6 of the 11 to be on personal leave, sick days or vacation during any shift. Between FY15 and FY17, personal leave hours averaged 23,831 (the equivalent of almost 12 FTES), of which an average 12,450 hours were charged to overtime per annum.

Capital Expenditures: The Department is requesting \$1.2 million from the Capital Budget Committee for additional repairs to the fire stations to address deficiencies in the building envelope that were discovered post insurance settlement. A \$654,000 request to replace the 2008 pumper engine has been deferred.

FY19 Recommendations

Recommendation	Explanation
Consider a longer replacement cycle for the department's apparatus and review the need for back up equipment.	There is a potential to reduce costs without affecting delivery of services by extending the period for purchase of new vehicles. Reserve equipment is expensive to maintain and use may not justify cost.
Work with Town Administrator on a review of technology assets and needs.	A town review of technology assets will allow the Department to 1) assess the ongoing technology needs of the Department and the level and type of ongoing support required, and 2) maximize the use of recent investments

Reallocate existing resources to meet EMS administration "ask".	in technology. Towns with comparable EMS activity do not have dedicated EMS administrators. The Department's current level of staffing should be able to absorb any burden associated with increased ALS transports.
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Public Services

Article 19G: That under Public Services, \$13,909,431 be raised and appropriated.

Public Services includes the Departments of Public Works which includes the Recreation Department, Community Development, and Facilities. These departments are discussed separately below.

Public Works

Budget Overview

FY18	\$ change from prior year	% change from prior year	FY18 FTEs
\$8,355,766	\$403,001	5.1%	66.90

Note: Dollar amounts exclude water and sewer enterprise accounts, which are shown separately below.

Department Mission and Description of Services

Mission and Services: The Department of Public Works (DPW) provides a wide variety of key Town services including street and sidewalk maintenance, snow removal, solid waste collection and disposal, street lighting, construction, and maintenance of vehicle fleet, forestry, grounds, deltas, parks, playing fields, cemeteries, water and sewer.

The Recreation Department is also a unit under the general direction of Public Works. Recreation provides Belmont residents with healthy, enjoyable and affordable activities regardless of age, gender or physical ability. Offerings include programming for the Underwood and Higginbottom Pools, Youth Summer Sports and Activities, School Year activities, the Skating Rink, Youth Spring, and Special Needs activities.

Budget by Program

The following table separates General Fund activities (DPW and Recreation) from Enterprise Fund activities (Water, Sewer, and Stormwater).

Program	FTEs	FTE %	Budget \$	Budget %
Administration	3.00	4.5%	\$354,711	1.4%
Street Maintenance	5.00	7.5%	\$743,626	3.0%
Central Fleet Maintenance	4.00	6.0%	\$621,775	2.5%
Forestry	1.00	1.5%	\$322,050	1.3%
Delta & Grounds	1.00	1.5%	\$79,460	0.3%
Solid Waste Collection & Disposal	1.60	2.4%	\$3,011,436	12.2%
Street Lighting	0.00		\$331,070	1.3%
Cemetery Maintenance	5.70	8.5%	\$510,830	2.1%
Parks & Facilities Maintenance	5.30	7.9%	\$573,944	2.3%
Snow Removal	0.00		\$761,465	3.1%
Recreation	15.90	23.8%	\$1,045,399	4.2%
<i>General Fund Subtotal</i>	<i>42.50</i>	<i>63.5%</i>	<i>\$8,355,766</i>	<i>33.8%</i>
Water Administration	2.00	3.0%	\$677,023	2.7%
Water Distribution	10.40	15.5%	\$6,380,444	25.8%
Sewer Maintenance	8.00	12.0%	\$8,816,156	35.7%

Stormwater Maintenance	4.00	6.0%	\$468,842	1.9%
<i>Enterprise Total</i>	<i>24.40</i>	<i>36.5%</i>	<i>\$16,342,465</i>	<i>66.2%</i>
Total	66.90	100.0%	\$24,698,231	100.0%

Expense Analysis

The overall FY19 budget for Department of Public Works is slightly down -0.3% from FY18 due to projected declines in enterprise accounts of -\$477K offsetting a projected \$400K increase in the general account. The increases in the general account are mostly driven by a 13.6% increase in solid waste collection and disposal and a 4.4% increase in forestry services. Also mitigating the general account budget increase is a 9.2% decline in parks and facilities maintenance and a 5.0% decline in street lights. More detailed explanations of significant budget changes are highlighted in the table below.

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

Line Item	FY19	\$ Prior Year	% Change	Explanation
Outside Processing-Recycle	\$105,000	\$0		Fees introduced for FY19.
Recycling	\$741,850	\$416,805	78.0%	No market value for recyclables to offset program cost.
Trash & Bulky Collection	\$1,079,710	\$1,148,930	-6.0%	Converting to automated collection will reduce costs.
P/T Salaries - Camps Program	\$104,354	\$126,441	-17.5%	Shift in focus to more successful programs with a reduction in summer sports and camps.
P/T Salaries - Summer Program	\$176,017	\$139,924	25.8%	Greater focus on programs at the pool.
Full Time Salaries - Parks	\$265,773	\$282,140	-5.8%	Changes in personnel led to salary savings.
Street Lighting	\$331,070	\$348,495	-5.0%	Reflects budgeting to recent experience.

Requested Adds (not included in the budget above)

The tree warden has requested \$60K in addition to the 4.4% budgeted increase for forestry to address Belmont's aging trees. The additional money would be for 10 to 12 unusually large trees that require cranes for removal. Currently, the town administrator is investigating ways to fund this incremental request from state resources so as not to be an incremental budget item.

Seasonal help is being requested again to provide most necessary highway maintenance and to fill the voids for vacations. The DPW used to have six seasonal minimum wage positions that were last in place in 2005. For FY19, the department is looking for an additional \$35K to bring some seasonal help back.

For longer-term consideration, the DPW would like the Town to consider restoring several positions that have been lost over the years. The department staff has shrunk by approximately 40% in the last 25 years. This has resulted in delaying or deferring maintenance in a host of areas.

The department would like to restore a fleet mechanic position that was dropped about 5 years ago. The department services approximately 100 town vehicles and other equipment. Demands for timely maintenance and repair cannot be met with current staffing, which forces equipment and vehicles to be out of service for longer periods of time.

The DPW would also like to restore a Truck Driver/Garage Attendant position, whose responsibilities would include garage maintenance, snow plowing, and back-up for drivers that are ill or on vacation.

Special Analysis and Observations

The report to this TM by the DPW/BPD Building Committee authorized by the November 2017 STM includes a schematic design and budget to address conditions at the DPW facility.

Changes in the DPW duties for FY19 include implementation of the new storm water regulations, new solid waste vendor and a new process, smart meter program and backflow prevention. For the new storm water regulations, an Illicit Discharge Detection and Elimination Plan was implemented in the fall of 2017 to identify sources of pollution in the storm drain system. This plan addresses the requirement of the EPA (Environmental Protection Agency) to eliminate illicit discharges to the storm water system, which includes identifying the source of pollution and making any necessary repairs. Every year, \$500K is provided to Community Development for storm water improvements which are then implemented by the DPW. All work follows DEP (Massachusetts Department of Environmental Protection) and EPA standards, requiring Belmont to be in compliance by May 15, 2022.

The Town has many trees approaching their useful life of 100 years. The 2016 drought and 2018 winter storms damaged many trees and required their trimming or removal. These two factors have put significant strain on the tree removal budget.

The new solid waste collection contract will provide a \$70K savings in FY19 by converting from manual to automated collection. Nonetheless, the budget for Solid Waste Collection and Disposal is increasing by about \$360K, or about 13.6%. This increase is the result of falling global prices for recyclables, which no longer provide revenue that in years past was an offset to collection cost. As a result, Belmont, like other towns, will begin paying the full cost for collection of recycling. Additionally, there is a new daily fluctuating processing fee for recycling which makes accurate budgeting more difficult. Overall the cost of recycling is now comparable to the costs for trash and yard waste collection and disposal. Please see the Solid Waste Collection and Disposable Special Study for more detail.

The Underwood Pool continues to be highly utilized and is a nice addition to the town. However, managing the pool is financially challenging due to the short length of the season and the relatively large number of lifeguards required. Fees and utilization should be examined periodically to try to ensure that costs are covered and a reserve for repairs is maintained.

As noted in the past, the Skip Viglirolo Skating Rink is past its useful life. However, the DPW is still responsible for maintenance and upkeep which is becoming ever more difficult. Recently the town upgraded some of the ice making equipment but this is a short-term fix. A contingency plan needs to be in place to secure ice time for when the rink completely fails.

There is continued remediation of the rodent problem at Joey's Park. The main root cause is trash and other waste left unprotected by users of the park. A three-month trial of a carry-in, carry-out policy will be implemented to try to eliminate the problem.

The Snow and Ice Budget for FY18 is over budget by \$458K due to the timing and severity of several storms. Before the March nor'easters the budget was over by \$200k due to the timing of storms over holidays and weekends, which inherently results in higher labor costs. The March storms brought significant snow and damage which added to the budget deficit. The deficit was covered from savings of \$110,500 realized elsewhere in the DPW budget and a transfer from the Warrant Committee reserve fund of \$347,623.

Because actual snow removal costs depend on the weather, it is allowed to incur a deficit. Most communities budget based on average weather and make up any short falls with funds from reserve funds and/or free cash.

Evolving changes to the CPA process has added to the duties of the department - especially its Director. This past year the Director has been heavily involved in the PQ Playground, Grove Street Park and Winn-Brook Tennis Courts Projects. Construction at PQ Playground this summer will need constant supervision, which will put added pressure on department resources.

In FY18, the Recreation Department implemented many recommendations from its strategic plan including an organizational realignment. Three part-time director positions were replaced with two full-time and one part-time staff. These new positions freed up time for the department's supervisor and coordinator to see the strategic plans through - from improving offerings by adding new popular sports programs to focusing resources on the current recreational needs of the town. The department is also implementing a new Field Use and Rental Policy to update rental fees and agreements.

FY19 Recommendations

Recommendation	Explanation
Increase Forestry Services budget for the next several years	Given the number of aging trees in Belmont increase focus on the program to proactively take trees down to mitigate storm damage.
Continue working on contingency plan for if and when the rink fails	Since the building of a new rink is several years out a plan should be put in place for when the rink fails this includes additional budget to purchase ice time form nearby rinks
The DPW should continue to work with Major Capital Projects Working Group and other committees and boards to address the Department's physical plant.	The resourcing and infrastructure needs of the department will increase. Given the budget constraints of the town short-term solutions should be investigate to help mitigate some of these longer-term issues.

Special Study - Solid Waste Collection and Disposal

During FY18 Belmont issued an RFP for collection of waste and recycling over FY19-23 and selected Waste Management as the new vendor. The contract switches to automated collection for trash and recycling. It also switches to "single stream" recycling method (rather than the current "dual stream" system). No RFP respondents proposed dual stream recycling, and thus the current dual stream approach could not be continued. DPW determined that automated collection would be less labor intensive and less expensive than manual collection. Under the new contract, each household will receive new carts for trash and recycling (64 gallon and 96 gallon respectively). Waste Management is providing the carts and their cost of approximately \$100 per household is built into the new collection contract.

The new contract sets fixed annual fees for collection of: 1) solid waste, 2) recycling, and 3) yard waste. The contract also sets new processing fees per ton for recycling and bulky waste.

In an effort to control costs, the new contract sets limits for trash to a 64 gallon cart and 1 bulky item per week. Residents have the option to buy overflow bags if they have more trash than will fit in the cart. The bags will be sold at a variety of stores in town for \$3.00 per bag.

The Board of Selectmen decided to continue paying for solid waste management through the general fund budget (as opposed to a “pay-as-you-throw” user fee system). They reserved the option to consider pay-as-you-throw in the future.

The recycling market has been disrupted by declining world prices for recyclables, changes in consumer habits (less print media consumption; greater delivery package consumption), and changes in packaging (e.g., greater use of light plastics with less recycling value). Yard waste collection has not been similarly disrupted so the contract price has been less affected.

In FY19 solid waste management is budgeted at a total of \$3,011,436 (about 12% of the DPW budget). This is an increase of 13.6% over FY18 because of the recycling factors just described. As shown in the chart below, the cost of trash collection is projected to drop 6% in FY19 as compared to FY18 (due primarily to automation). The cost of recycling collection and processing is projected to increase to \$846,850 in FY19, 103% over FY18. The cost of solid waste disposal, which is a separate cost from collection, increases by 2.5% under the existing Wheelabrator contract.

The following chart summarizes key data regarding Belmont’s solid waste and recycling program.

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
Total Solid Waste Budget	\$2,476,686	\$2,439,265	\$2,610,016	\$2,650,348	\$3,011,436
Trash Collection	\$1,044,180	\$1,074,145	\$1,156,578	\$1,148,930	\$1,079,710
Recycling Collection	\$364,680	\$376,285	\$404,664	\$416,805	\$846,850
Trash Disposal	\$629,000	\$535,500	\$495,000	\$562,615	\$576,640
Trash Tons	7,367	7,341	7,304		
Recycling Tons	2,222	1,769	1,524		
Yard Waste Tons	3,401	4,008	3,302		

Looking Ahead

New Waste Disposal Contract. The Town’s waste disposal contract with Wheelabrator expires in 2020. The Town has begun a dialogue with Wheelabrator about this contract. It is likely that disposal costs will rise in the next contract.

Reducing waste and recycling costs. With the new collection contract in place, the Town can work on additional ways of mitigating solid waste costs. These could address, e.g., reducing the volume of bulky items, recycling more materials and recycling more effectively (i.e. not putting non-recyclables into recycling bins), composting food waste, and reduction/ reuse of materials.

Community Development

Budget Overview

FY18	\$ change from prior year	% change from prior year	FY18 FTEs
\$1,134,200	\$16,970	1.52%	10.13

Department Mission / Description of Services

Community Development (CD) consists of four departments.

Administration: administers and monitors requests for proposals, grants, contracts, and reimbursements.

Inspection Services: issues building permits and conducts building inspections, also responsible for code enforcement. Plumbing and gas inspector is a shared position with the Town of Watertown.

Engineering: responsible for the development, design, and oversight of road reconstruction and major sanitary sewer and storm drain rehabilitation projects.

Planning: provides services and guidance on land use and related issues to the Board of Selectmen, Town Administrator, Town boards, residents, and developers.

Budget by Program

Program	FTEs	FTE %	Budget \$	Budget %
Administration	3.00	29.7%	\$189,093	16.7%
Engineering	1.30	12.9%	\$273,738	24.1%
Inspection/Enforcement*	2.80	27.7%	\$387,329	34.1%
Planning	3.00	29.7%	\$284,040	25.0%
Total	10.10	100.0%	\$1,134,200	100.0%

* includes \$90,000 for plumbing and gas and wiring inspectors shared with Watertown

Expense Analysis

The following budget line items changed by more than 5% and by more than \$10,000 from the prior year.

Line Item	FY19	\$ Prior Year	% Change	Explanation
Bldg Inspection - Prof/Tech Svcs	\$20,000	\$33,000	-39.4%	New sign bylaw did not require anticipated expenditure; budget cut

Requested Adds (not included in the budget or discussed by Board of Selectmen above)

None.

Special Analysis and Observations

As a consequence of the override, starting in FY18, additional pavement management funds were a contributing factor in the BOS revising their policy to allow CD to include sidewalk and curbing on projects when appropriate.

CD has a very good, hardworking staff. It had experienced a fair amount of turnover in Inspection Services in the past but was successful this past year reclassifying the Inspection/Enforcement Officer position to make the salary more competitive.

The department will be going live with online permitting for a number of routine project types (roofing, siding, windows, etc.) on May 1, 2018.

CD will be the lead administrative entity working with the state and others to secure funding for construction of the Community Path. Planning staff will likely prepare the Request for Proposals for engineering services. CD will act as project manager, with the assistance of a consultant, during the design and construction of the path.

The snow removal bylaw has resulted in increased clearing of sidewalks during the wintertime, improving conditions, and thereby safety, for pedestrians. CD is in the process of educating citizens about the bylaw and issued 125 citations (largely warnings) in FY18, up from 33 in FY17.

Belmont residents should note that not all work on the roads is pavement management work, but rather can be projects being done by utilities such as National Grid to update infrastructure (see Grove and Clifton/Prospect Streets, as prime examples). These projects can take many months with poor driving conditions in the meantime. The utility company is responsible for restoring the road surface at the end of the project.

Finally, over the past decade or so, two different sets of override funding have enabled Belmont to make considerable progress in decreasing the backlog of road projects that need to be completed. Specifically, there was a backlog of \$41.3 million in road projects in 2007. As of 2018, the backlog has decreased by 43% to \$23.6 million. Indeed, factoring in inflation, the 2007 backlog has dropped by more than half, or 53%.

Facilities

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$4,419,465	\$42,125	0.96%	29.55

Department Mission / Description of Services

Mission and Services: The combined Facilities department is responsible for the maintenance, cleaning, repair of all Town and School buildings, including managing the fuel and utilities for said buildings. The department also assists with the oversight of Town and School capital projects.

Budget by Program

The combined budget both Town and School buildings broken down by function in dollar amount and percentage is as follows:

Program	FTEs	FTE %	<u>FY18 Budget</u>		<u>FY19 Budget</u>	
			\$	%	\$	%
Personnel & Admin	1.30	4.4%	\$720,038	16.4%	\$691,615	15.6%
General Services	0.00		\$150,400	3.4%	\$148,400	3.4%
Utilities	0.00		\$1,652,485	37.8%	\$1,734,363	39.2%
Utilities Conservation	0.00		\$216,030	4.9%	\$216,030	4.9%
Building Maintenance	27.35	92.6%	\$895,387	20.5%	\$968,057	21.9%
Supplies & Equipment	0.00		\$394,000	9.0%	\$611,000	13.8%
Major Building Repairs	0.90	3.0%	\$349,000	8.0%	\$50,000	1.1%
Total	29.55	100.0%	\$4,377,340	100.0%	\$4,419,465	100.00%

Requested Adds (not included in the budget above)

The department wishes to find a home in one central location.

Special Analysis and Observations

This year the department has suffered because of many staffing changes, including the department Director's retirement, the Supervisor of Contracts accepting a new position and the departure of the Building Maintenance Supervisor. To fill this void, the Assistant Town Manager stepped in as Interim Director for the first part of calendar 2018. In April the Town appointed a new Director of the Facilities department.

In spite of the staffing deficiencies, the department performed well throughout the year; the backlog in internal work orders has been reduced and the department has been instrumental in completing several projects, including procuring modulars and site work for utilities for the Burbank Elementary School and completing the Harris Field Press Box.

The maintenance staff consists of five full-time tradespersons/technicians, 18 full-time custodians and four part-time custodians. The custodians assigned to the school buildings are carried under the school's budget.

The consolidation of the School Department and Town Buildings in 2013 is now substantially complete, although a few vestiges remain, such as the separate union contracts for custodians. The department has successfully implemented the so-called House Doctor program, giving them ready-access to expeditiously outsource specialized engineering, architectural, electric, plumbing, mechanical design services required for major repairs/maintenance.

The line-by-line breakdown of the budget in past years has been skewed because of the on-going consolidation of the Town and the School Departments maintenance. The chart above shows significant realignment of the budget to the particular line items, the largest being reducing major building repairs from \$349,000 to \$50,000 this year and concomitantly allocating larger amounts to other line items for repairs such as roofing patches, lighting, plumbing, interior/exterior envelope work. The budget comparing fiscal 18 to fiscal 19 only increased \$42,125 or 0.96% but the changes in the line items are significant as shown above.

Minuteman

Article 19F: That under Minuteman Regional School, \$846,771 be raised and appropriated.

Budget Overview

FY18	\$ change from prior year	% change from prior year	FY17 Belmont Enrollment
\$846,771	(\$63,414)	-6.97%	22

Belmont's assessment has decreased almost 7% primarily because of a decrease in enrollment from 28 to 22 students. Minuteman's FY19 budget is increasing 11.4%, or \$2.2 million, over FY18. Most of the increase, 68%, is in the capital portion of the budget and relates to the new building project. The increase in the operating portion of the budget is only 3.8%, primarily due to salary and benefits increases. Belmont is exempt from paying a share of the new building costs in FY19, due to its vote to leave the district effective July 2020. If Belmont had voted to remain, its additional capital assessment would have been \$170,027.

Department Mission / Description of Services

Mission: Minuteman's mission is to serve a diverse student body with multiple learning styles within academic, career, and technical areas.

Services: Minuteman provides instruction to high school students in traditional academic subjects and 16 on-going career and technical training areas, such as carpentry, plumbing, culinary arts, early education, biotechnology, environmental science, and computer programming/web design. Minuteman also provides career and technical training to postgraduate students, although the costs for the post-graduate programs are primarily covered through a separate revolving fund budget.

Budget by Program

Minuteman's major program areas are shown below. Instructional support includes services such as special education, technology support, guidance, the library, and health.

Program	Budget \$	\$ change from prior year	% change from prior year
Administration	\$1,439,785	(\$68,215)	-4.5%
Student Instructional Services	\$9,821,058	\$320,927	3.4%
Student Services	\$1,942,355	\$39,867	2.1%
Operation & Maintenance	\$1,795,723	\$22,303	1.3%
Insurance, Retirement, Leases	\$2,994,697	\$227,429	8.2%
Community Services	\$100,000	\$0	0.0%
Asset Acquisition & Improvements	\$410,360	\$137,737	50.5%
Debt Service	\$2,636,163	\$1,480,614	128.1%
Tuition Payments	\$20,000	\$0	0.0%
Total	\$21,160,141	\$2,160,662	-1.4%

The increase for Asset Acquisition & Improvements is due primarily to replenishment of the Stabilization Fund, which provides for furniture and capital equipment. The increase in Debt Service owes to the new high school building, for which Belmont is not contributing under the revised district agreement.

Special Analysis and Observations

Belmont's Membership: Belmont's Town Meeting voted to leave in the Minuteman Regional Vocational District on October 19, 2016. The vote triggered an exit process that will end Belmont's membership in the District on July 1, 2020 if approved by the state Commissioner of Education. Until then, Belmont pays an annual assessment based on factors such as a 4-year rolling average of enrollment and relative community wealth. While it remains a member, Belmont will not pay for construction of a new Minuteman school building, which was approved by 69.5% of District member voters in a special election on September 20, 2016. Belmont students enrolled prior to termination of Belmont's membership will be permitted to continue in their programs and graduate from Minuteman. New Belmont enrollments as a non-member town will be possible if space permits. As a non-member town, Belmont will be charged a per student capital fee comparable to the average per student capital assessment paid by member towns, which erases some of the difference between what member and non-member towns pay.

While current enrollment trends suggest the availability of future space for Belmont students, it is not guaranteed and depends on demand from other towns, both member and non-member. The new high school building is expected to be ready for occupancy by fall 2019, a year ahead of schedule. The Minuteman administration expects greater demand for spaces in the new facility. In the meantime, the Belmont School Superintendent has formed a working group to review alternatives and make recommendations about how to meet Belmont's future vocational education needs.

Enrollment Trends: The current total enrollment at Minuteman is comprised of 538 high school students, down 44 students from the previous year. The decrease in overall high school enrollment is directly related to the multi-year impact of the 2016 decision by the state Department of Elementary and Secondary Education (DESE) to mandate an exploratory first year for 9th graders in their home school districts for districts offering five or more state-approved vocational education programs. For instance, Boston, Medford and Waltham can no longer send freshmen to Minuteman, and the total Minuteman high school enrollment from these three municipalities alone has decreased by 37 students. With a target capacity of 628 students for the new high school building, the October 2017 freshmen class size of 145 is 7.6% below the new building target of 157 per class.

Non-Member Tuition Students: Non-member towns pay a tuition rate set by DESE. While out-of-district tuitions are less than the total per-pupil cost for each member town, non-member towns must provide their own transportation and pay a surcharge for special education students, costs that are built into the assessments charged member towns. Beginning in fiscal year 2020 with the new high school building completed, non-member towns also will be charged a capital fee for the new high school building.

Belmont and the District's Future

For the past several years, the Minuteman Regional Vocational District has been under pressure from: (i) declining enrollment from member towns; (ii) a governance structure that Belmont and other member towns found unsatisfactory; (iii) an aging building in need of repair or replacement; (iv) a State mandated funding environment financially favorable to non-member towns; and (v) the adoption of DESE regulatory changes (in 2016) that limit 9th grade enrollment from non-member town enrollments with approved vocational educational exploratory programs.

The District-wide vote by residents of member towns on September 20, 2016 authorized the District to construct a new building. The total \$144.9 million capital cost for the project will be offset by a \$42.6 million state grant from the Massachusetts School Building Authority. The remainder of the capital cost will be paid for by member and non-member towns, as DESE has issued regulations permitting Minuteman to charge non-member towns substantially the same capital cost as member towns. If Belmont enrolls students in Minuteman following the effective date of its withdrawal from the District (July 1, 2020), it will pay a prorated share of capital costs based on those students. The cost differential between member and non-member towns could largely disappear if Minuteman achieves full enrollment with the new facility.

In FY19, Belmont saves \$170,027, which would have been the capital assessment for the new building if Town Meeting had not voted to exit the Minuteman District. Belmont will realize similar savings in FY20. Belmont students will be able to continue to enroll in Minuteman in FY21 and beyond, provided space is available. Belmont to date has not established alternatives to Minuteman in the event of a space constraint.

Belmont Public Schools

Article 19E: That under Belmont Public Schools, \$56,985,592 be raised and appropriated.

Budget Overview

FY19	\$ change from prior year	% change from prior year	FY19 FTEs
\$56,985,592	\$4,016,108	7.6%	492.09

The School Department is responsible for K-12 education of all Belmont children and also for preschool inclusion services. It is Belmont's largest department. In addition to its core classroom education, it provides Belmont students with a wide array of athletic, cultural, and service opportunities, and also manages an adult education program.

Overview

There are five key observations as we approach FY2019:

- (1) Persistently strong enrollment growth continues to pressure the school budget.
- (2) No other department in town has experienced a similar surge in demand for services.
- (3) Special Education costs remain high and difficult to predict accurately.
- (4) Recently settled labor contracts are competitive with surrounding communities, and yet, continue to grow compensation costs faster than revenue growth.
- (5) Careful management of the 2015 override funds provides continued support for School Department spending in the coming year, one year beyond the three years originally planned for the override funds (FY16-FY18).

This chapter will look at the proposed General Fund budget request for FY19, and then take a broader look at the FY19 School Department operating budget, considering other sources of funds in addition to the General Fund appropriation. We also examine Belmont's dramatic enrollment growth in comparison to neighboring communities and offer an analysis of the recently settled 2018-2020 labor contracts.

Finally, we offer several conclusions and recommendations for the years ahead. Based on current projections, it will only be a few years before the 2015 override will no longer support school spending growth. At that point, the community will again confront the question of whether or not subsequent budgets can handle rising enrollments within the Town's existing revenue base, or whether an operating override or curtailment in spending growth (or both) will be required.

The General Fund Budget

Town Meeting will vote a General Fund appropriation for the schools, and the FY19 budget approved by the School Committee ties specific expense accounts to General Fund revenue. The expense accounts are organized under six major programs. The following table shows the FY18 and FY19 budgets and budgeted Full Time Equivalent ("FTE") staff positions that will be funded by the General Fund.

The General Fund Budget

Program Category	Budget \$			FTEs	
	FY18	FY19	% chg.	FY18	FY19
Regular Instruction	20,653,620	22,285,736	7.9%	249.51	255.52
Special Instruction	14,173,585	15,111,445	6.6%	126.84	123.30
Student & Instructional Services	5,827,821	6,486,039	11.3%	48.06	51.64
Operations	976,034	1,116,992	14.4%	18.80	19.30
Leadership & Administration	3,353,843	3,546,693	5.8%	40.92	42.32
Allowances & Benefits	7,984,581	8,438,687	5.7%	0.0	0.0
TOTAL	52,969,484	56,985,592	7.6%	484.13	492.09

The FY19 Budget and the 2015 Override

The 2015 override was intended to support school and town services for FY16-FY18, with the hope that its impact might sustain spending through FY19 and FY20. It now appears that the five-year horizon will be achieved. In its first three years (FY16 through FY18) the school's portion of the override has helped fund services such as:

- 20 new FTE (full-time equivalent) teachers in classrooms, allocated across all grades as follows:
 - 7 elementary school FTEs,
 - 5.4 FTEs at the middle school,
 - 5.6 FTEs at the high school, and
 - 2.0 English Language Learner FTEs working across all grades
- 2 new buses, bringing the total of in-district buses up to 8
- increased funding within the budget for materials and supplies
- increased funding within the budget to meet rising special education expenses

It is important to note that, although the increases above clearly helped the school system address the rapid increase in students over the last decade (as shown in the table below), the increase in the overall staffing levels in the School Department since the 2015 override has still lagged the growth in enrollment over the same period. The number of FTEs supported by the General Fund has increased 5.7% from FY15 to FY18, while enrollment during the same period rose 7.3%.

It is also important to note that, even with the override, several programs and services available in the recent past have not been restored to the school system. Examples include the elimination of Grade 5 foreign language, reduction of Grade 6 foreign language, reduction of elementary instrumental music, and imposing a cap on the permitted number of classes students can take at the high school. In addition, the level of family fee requirements for busing, sports, and extracurricular activities remain high.

The FY19 budget adds another 9.0 new FTEs¹ to help address continuing enrollment pressures:

¹ *Discrepancy between the additional 9.0 FTEs noted here (and in School Department presentations) and the +7.96 FTE difference between the FY19 and FY18 General Fund Budgets is due to slight changes in the number of staff that often occur over the course of a year. The FY19 budget is constructed midway through FY18 (~ January 2018), and the actual cohort at that time was in some cases different than what was included in the FY18 Budget (which was developed from the roster present a year earlier).*

- Elementary: 1.00 Classroom Teacher, 0.10 Physical Education Teacher, 0.60 Guidance Counselor, 0.10 Special Education Teacher, 0.20 Music Education Teacher
- Middle School: 2.0 Classroom Teachers, 1.00 Administrator
- High School: 2.5 Teachers
- District-wide: 1.00 English Language Learner Teacher

Again, however, this increase in staffing levels still lags the projected year-over-year increase in enrollment. In FY 19, the total staffing level is projected to increase by 1.6%, while enrollment is expected to grow by 2.3%.

Continuing Pressure from Increasing Enrollment

The primary driver of the increase in the School Department budget over the past decade has been the steady and relentless growth in enrollment across the school system. As the table below shows, total K-12 enrollment has grown in nine of the last ten years. Total enrollment over that 10-year period has increased by 820 students, or 22%, and has been pervasive across all three levels of the system – elementary, middle, and high school. Moreover, the trend of increasing enrollment has actually accelerated over the past five years, with 65% of the student growth occurring in the last five years.

To perhaps help put the enrollment increases in perspective, at an average class size of 25 students, the School Department has added the equivalent of over 21 new classes of students during the last five years and almost 33 classes of students during the last ten years. Said differently, over the past ten years, the Belmont school system has grown by the equivalent of more than the total enrollment of the Burbank and Butler schools combined, with the enrollment growth in the last five years alone equating to about 1.5 times the enrollment of each of those schools.

It is also worth noting that this increase in enrollment has a space impact as well as a budget impact. To meet the growing enrollment, the School Department has had to repurpose space that was not designed for classroom use to serve as classroom space and has installed 10 modular classrooms at the Chenery Middle School and Burbank.

10-Year Enrollment Growth By Grade Cohort				
Year	Grade K-4	Grade 5-8	Grade 9-12	Total K-12
2017-18	1,812	1,421	1,294	4,527
2016-17	1,784	1,357	1,264	4,405
2015-16	1,733	1,323	1,245	4,301
2014-15	1,699	1,285	1,236	4,220
2013-14	1,686	1,268	1,183	4,137
2012-13	1,634	1,240	1,120	3,994
2011-12	1,601	1,211	1,083	3,895
2010-11	1,558	1,204	1,104	3,866
2009-10	1,600	1,184	1,119	3,903
2008-09	1,489	1,140	1,162	3,791
2007-08	1,450	1,101	1,156	3,707
5-Yr. Growth Rate				
#	178	181	174	533
%	11%	15%	16%	13%

10-Yr. Growth Rate				
#	362	320	138	820
%	25%	29%	12%	22%

Source: MA DESE Enrollment by Grade Reports

English Language Learners and Special Education Students

In addition to looking at the overall growth in enrollment, it is useful to look at two particular subgroups of students – English Language Learners (ELL) (defined as students whose first language is not English and who are unable to perform ordinary classroom work in English) and Special Education students (defined as students who have an Individualized Education Program, or IEP). These two subgroups require additional and more costly services, many of which are state and Federal mandates.

As the table below shows, while the percentage of Special Education students has generally remained relatively stable over the past 10 years at between 9% and 11% of the total student body, the percentage has increased somewhat during the past five years. Consequently, the 24% increase in Special Education students during the last five years is almost double the 13% growth in overall enrollment during the same period.

The table below also shows the number of Special Education students who are enrolled in facilities outside of Belmont. (If the district cannot meet a student's needs internally, Belmont is required to find a placement that can meet those needs.) This is the most costly segment of the Special Education population. And, while the percentage of Out-of-District (OOD) students has remained relatively stable at between about 21% and 23% of the total Special Education population, over the past five years, the percentage of OOD placements has risen slightly. Consequently, OOD enrollment has grown by 34% during the past five years, which is almost one and a half times the 24% increase in total Special Education students during the same period.

Even more pronounced than the increase in Special Education students, the number of English Language Learners in the student population has increased dramatically in the last five years, more than tripling in number (from 105 students to 336 students) and almost tripling as a percentage of the overall student body (from 2.6% to 7.3%).

The growth in these two segments of the student population has exacerbated the pressure on School Department costs beyond the pure increase in the total number of students alone.

English Language Learner and Special Education Enrollment

Year	English Language Learners		Special Education Students		Out-of-District SPED Students	
	#	%	#	%	#	%
2017-18	336	7.3%	486	10.4%	107	22.0%
2016-17	279	6.2%	458	10.0%	104	22.7%
2015-16	257	5.9%	444	10.0%	98	22.1%
2014-15	225	5.3%	405	9.3%	93	23.0%
2013-14	173	4.1%	394	9.2%	83	21.1%
2012-13	105	2.6%	391	9.5%	80	20.5%

2011-12	106	2.7%	397	9.9%	N/A	--
2010-11	107	2.7%	398	10.0%	N/A	--
2009-10	92	2.3%	436	10.8%	N/A	--
2008-09	113	2.9%	470	11.9%	N/A	--
2007-08	101	2.7%	503	13.1%	N/A	--
<hr/>						
5-Yr. Growth Rate						
#	231		95		27	
%	220%		24%		34%	
<hr/>						
10-Yr. Growth Rate						
#	235		(17)		N/A	
%	233%		(3%)		--	

Source: MA DESE Enrollment by Selected Populations Reports and Belmont School Dept.

Growth Rates of Spending and Town Revenues

As previously noted, the proposed FY 19 School Department General Fund budget is increasing by 7.6%. To look at the types of spending that contribute to the overall growth, the next table uses one of the school department's categorization methods to allocate the total General Fund budget growth across different functional categories:

Contribution to Total General Fund School Budget Increase

Category	FY19 \$	% increase over FY18	Share of % increase in total GF Budget
Base Salary and Wages	37,258,778	5.8	50.9
Health Insurance	7,323,637	16.4	25.7
Substitutes; stipends for staff & curriculum dev; custodial OT	1,556,959	28.6	8.6
SPED Tuitions	5,113,095	7.0	8.3
Operating Expenses	2,115,817	5.4	2.7
SPED Transportation	1,291,993	7.0	2.1
SPED Contract Services	1,193,804	7.0	1.9
Equipment	229,501	7.4	0.4
Other Benefits	902,008	-1.6	-0.4
TOTAL	56,985,592	7.6	100.0
<hr/>			
<i>'Strategic Plan-based Cost Drivers (SPCDs) (+9.0 FTEs, add'l texts, materials, supplies, equipment and replacement furniture)</i>	828,366		
TOTAL excluding SPCDs	56,157,226	6.0	

This table prompts several observations:

Three-quarters of the total 7.6% increase is related to compensation and benefit expenses. The first line, Base Salary and Wages, accounts for half of the overall increase of 7.6%. About 30% of this increase is

due to the addition of 9 FTEs in FY19 to address continued enrollment growth. Nonetheless, without the 9 new FTEs, base salary and wage costs are increasing 4.0% compared to FY18. While, as shown later in this report, this cost increase is in line with that experienced in comparable neighboring communities, it is larger than the 3% to 3.5% revenue increases that we can expect from year to year, thereby placing inexorable pressure on Belmont's ability to maintain level services.

The cost increase for the town-wide health insurance plan has a significant impact on the school budget. After last year's jump of 9.6%, we had expected future increases to be more in line with the historical average. But as shown in the table above, total health insurance costs are projected to climb 16.4% in FY19, reflecting average premium increases of 11% and additional FTEs. Health insurance accounts for 25% of the total increase in the School Department's General Fund budget.

Finally, the line below the main table identifies the impact of the additional items in the FY19 budget that the School Department identifies as "Strategic Plan Cost Drivers" – the nine FTEs to address increased enrollment, additional textbooks, materials and supplies, and equipment and replacement furniture. These new items account for about 20% of the FY19 budget increase.

The last line in the above table shows a "level services" increase in the general fund budget of 6.0%. If health insurance claims return to more typical levels, this growth likely will drop closer to 4 - 4.5% in future years.

The Consolidated Budget – All Funding Sources

In FY 19, the appropriation from the General Fund accounts for 87% of the total school revenue. The remaining 13% of the School Department revenues are provided through myriad other state and federal grants and by various user fees.

Included in the General Fund appropriation is approximately \$8.9 million of Projected Chapter 70 state aid, which represents about 16% of the School Department's General Fund revenues. In FY 19, Chapter 70 state aid is projected to increase by 14%, as a result of a recent change to the state funding formula. This means that the share of the School Department General Fund budget funded through other local revenue sources, such as property taxes, is growing more slowly than overall budgeted expenditures.

In FY 19, the projected revenue from other grants and user fees is also expected to grow at a rate in excess of the overall expenditure growth rate – specifically, by 24%. This increase in other sources of revenue is primarily attributable to an increase in the state "Circuit Breaker" reimbursement for costly special education tuition payments, increased after-school activity and athletic participation collections, and afternoon kindergarten tuitions.

Funding Source	FY2018	FY2019	% chg.	Description
GENERAL FUND APPROPRIATION				
Chapter 70 State Aid for Education	7,800,233	8,891,225	14.0%	The final amount available will not be known until the state budget is approved
Other General Fund Sources	45,169,251	48,094,367	6.5%	Includes property taxes, local receipts, and state aid
<i>ALL GF SOURCES:</i>	52,969,484	56,985,592	7.6%	Appropriation to be voted by Town Meeting
GRANTS				

				State grant that partially reimburses high cost SPED
"Circuit Breaker"	1,614,845	1,919,111	18.8%	tuition expenses
Individual with Disabilities Education Act (IDEA)	1,009,496	1,036,135	2.6%	The primary federal grant to help fund special education
Early Education and Care (EEC)	27,066	20,000	-26.1%	Support for Pre-K SPED programs
			-	
SPED Improvement METCO program & transportation	22,365	0	100.0%	State grant program development
	553,842	573,634	3.6%	State grant for METCO
Title I	145,369	128,209	-11.8%	Federal grant to promote literacy through wellness
Title IIA	66,505	64,581	-2.9%	Federal grant, professional development
Title III	60,210	47,807	-20.6%	Federal grant to support English Language Learners (ELL)
Grant from Town	35,000	35,000	0.0%	Payment from Town for tech support
ALL GRANTS:	3,534,698	3,429,279	8.2%	

REVOLVING FUNDS

Full Day Kindergarten	812,086	969,696	19.4%	Tuition for afternoon session
Pre-Kindergarten	143,557	97,279	-32.2%	Participant fees
Lunch Programs	946,166	975,191	3.1%	Intended to cover full costs
BHS and CMS Athletics	492,731	596,083	21.0%	Participant fees
Bus transportation	252,000	252,000	0.0%	Fees cover less than half of costs
Building Rental Fees	185,900	185,900	0.0%	Pays for building expenses
Other User Fees	692,692	781,822	17.0%	Eight other funds
ALL REVOLVING FUNDS:	3,499,232	3,857,971	10.3%	

TOTAL,

ALL FUNDING SOURCES	60,003,414	64,668,040	7.8%	
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(Note that private grants and gifts from the Foundation for Belmont Education, the PTOs/PTAs, the "Friends of" fundraising groups, and local businesses are not included unless paid into a school district revolving fund.)

Spending Categories, for All Funding Sources

Using information from all funding sources, the next table looks at total spending grouped by service and support categories:

	Budget FY18	Budget FY19	FY18-19 % chg.	FTE FY19
DIRECT EDUCATIONAL SERVICES				
1 Regular Instruction	22,020,988	23,795,256	8.1%	282.2
2 SPED Instruction	6,916,318	7,225,291	4.5%	99.5
3 Substitutes	511,875	772,959	51.0%	2.1
4 SPED Out of District Tuitions	7,340,434	8,145,841	11.0%	-
5 English Language Learners	786,274	904,611	15.1%	11.2
6 Pre K	800,628	804,041	0.4%	13.8
7 Adult Education	45,000	45,000	0.0%	-

8	Benefits Allocation	4,342,226	4,916,208	13.2%	
		42,763,743	46,609,207	9.0%	408.8
	STUDENT SERVICES				
9	Athletics	878,893	1,041,087	18.5%	1.0
10	Student Activities	180,550	242,704	34.4%	0.3
11	Guidance	1,072,884	1,161,699	8.3%	13.6
12	Psychological Services	650,680	643,415	-1.1%	7.2
13	Health Services	752,637	814,638	8.2%	9.0
14	Library	291,059	308,549	6.0%	6.0
15	METCO	339,341	400,834	18.1%	5.7
16	Benefits Allocation	452,171	513,907	13.7%	
		4,618,215	5,126,833	11.0%	42.7
	EDUCATION SUPPORT				
17	Curriculum Development	250,423	265,827	6.2%	1.6
18	Staff Development	293,128	293,873	0.3%	1.0
19	Benefits Allocation	28,908	31,510	9.0%	
		572,459	591,210	3.3%	2.6
20	Building Administration	2,141,101	2,302,285	7.5%	32.3
21	Central Administration	1,241,642	1,273,308	2.6%	10.3
22	Contract Allowances	773,662	213,042	-72.5%	-
23	Operations	1,136,034	1,276,992	12.4%	19.3
24	Technology	1,343,808	1,465,159	9.0%	11.0
25	Food Service	946,166	975,191	3.1%	18.6
26	In District Transportation	576,000	591,000	2.6%	-
27	SPED Transportation	1,207,470	1,291,993	7.0%	
28	METCO Transportation	180,600	187,800	4.0%	-
29	Health Insurance for Retirees	1,556,212	1,663,565	6.9%	
30	Benefits Allocation	946,302	1,100,455	16.3%	
		12,048,997	12,340,790	2.4%	91.5
	TOTAL ALL CATEGORIES	60,003,414	64,668,040	7.8%	545.6
	TOTAL GENERAL FUND	52,969,484	56,985,592		492.1

In this table we see several significant changes in budget allocations from FY18 to FY19:

Substitutes (line 3): The FY19 increase stems from:

- 2.0 FTEs assigned as “floating substitutes” at the Chenery Middle School (not included in the FY18 budget, although the hiring occurred in September 2018);
- Daily substitutes instituted at the high school to cover short-term teacher absences per the new 2017-2020 Unit A labor contract (discussed in more detail below); and,
- an adjustment to reflect higher-than-anticipated recent expenditures (the substitute line is typically hard to forecast since actual spending on long-term substitutes depends on whether an absent teacher is on a paid or unpaid leave).

English Language Learners (line 5): Net increase of 1.23 FTEs plus higher average compensation costs explain the increase of \$118,337 (see detailed explanation above).

Benefits Allocations (lines 8,16,19,30): Higher headcount plus 11% town-wide increase in health insurance costs drive these lines up.

Athletics (line 9): The General Fund allocation to high school athletics is \$65,596 higher in FY19, and the projected spending from revolving funds is \$103,352 higher. Stipends for coaches increased for the first time in more than six years per the new 2017-2020 Unit A labor contract.

Student Activities (line 10): The General Fund allocation to middle school extracurricular activities is \$22,979 higher in FY19, and the projected spending from middle school revolving funds is \$26,029 higher. Stipends for student activities advisors also increased for the first time in over six year per the new 2017-2020 Unit A labor contract.

METCO (line 15): The METCO grant received in FY18 was greater than projected in the FY18 budget. The increase from the actual FY18 grant to the amount projected for FY19 is 6.3%.

Building Administration (line 20): The addition of a new middle school administrator drives the increase in this line.

Operations (line 23): The FY19 overtime and summer helper line items in the Buildings and Grounds budget were increased in recognition of the actual costs charged to the line items over time.

Technology (line 24): An additional FTE is added in FY19 in the Network Management group.

Special Education Out-of-District Tuitions

Out-of-district (OOD) tuitions have a meaningful impact on the budget because of their magnitude, unpredictability (both in amount and timing), and rate of growth. Actual OOD expenditures often exceed budgeted amounts because it is difficult to anticipate the absolute number of placements and the level of required services.

As an example of this volatility, actual tuitions exceeded budgets in FY15 and FY16 by more than \$669,000 and \$607,000, respectively. However, in FY17, actual tuitions were \$184,000 less than budgeted. Additionally, OOD tuitions grew at a compounded annual growth rate of 7.6% between FY15 and FY17 and are budgeted to grow 11% between FY18 and FY19. These budgetary pressures are partially offset by state and federal funding sources, as detailed below.

Out-of-District Tuitions and Funding Sources

	Actual FY15	Actual FY16	Actual FY17	Budget FY18	Budget FY19
OOD Tuition Costs:					
LABBB and MA Public	\$ 2,892,339	\$ 3,369,959	\$ 3,535,822	\$3,514,825	\$ 3,900,863
Private Tuitions	\$3,044,309	\$ 3,146,521	\$ 3,339,005	\$3,675,609	\$ 4,084,478
Out of State Tuitions	-	-	-	\$ 150,000	\$ 160,500
Total OOD Tuitions	\$5,936,648	\$6,516,480	\$ 6,874,827	\$7,340,434	\$ 8,145,841
Funding Sources:					
General Fund		\$ 4,444,471	\$ 5,016,176	\$ 4,778,593	\$ 5,113,095
Circuit Breaker		\$ 1,156,283	\$ 905,051	\$ 1,614,845	\$ 1,919,111
IDEA		\$ 915,727	\$ 953,601	\$ 946,996	\$ 973,635

LABBB tuition credits	-	-	-	\$ 140,000
Total Funding Sources	\$6,516,481	\$6,874,828	\$7,340,434	\$ 8,145,841

The Circuit Breaker account is the largest source of external funding for OOD tuitions. It represents state funds that partially reimburse school districts for large OOD tuition expenses that might otherwise overwhelm a school district's budget. The reimbursement level varies year to year based on the amount of total statewide district "claims", as well as the absolute dollar amount appropriated by the state to the Circuit Breaker account. (The state legislature has some discretion in making the Circuit Breaker appropriation.) The amount a school district receives is based on the prior year's actual expenses and is paid in the subsequent year, which can result in a funding gap when tuition expenses increase year over year.

The Department of Elementary and Secondary Education (DESE) allows school districts to carry forward some or all of the Circuit Breaker funding for one year, as a buffer against unexpected tuition expenses. Prior to the 2015 override, Belmont School Department budgets were stretched such that there was not an opportunity to carry forward any of the Circuit Breaker funding to use as a cushion for unanticipated tuition expenditures. Instead, variances from budget were funded by freezing or reducing other General Fund budget lines or petitioning for reserve funds.

The 2015 override initially allowed the District to make progress towards its goal of systematically building towards the maximum Circuit Breaker carry-over balance of one year's worth of reimbursement. This policy goal is important to smooth budget changes across fiscal years and avoid deficits based on lags in state circuit breaker funding. As shown in the table below, after a peak of \$1,107,242 in FY17, the School Department anticipates that the carry-over balance will decline in FY20 as budgets tighten.

State Circuit Breaker Usage and Carryforwards

	Actual FY16	Actual FY17	Actual FY18	Estimated FY19	Estimated FY20
Prior Year Carryforwards	\$29,234	\$324,629	\$1,107,242	\$1,052,519	\$733,517
Plus Receipts	\$1,451,678	\$1,687,664	\$1,523,913	\$1,600,109	\$1,680,114
Less Amount Expended	(\$1,127,049)	(\$580,422)	(\$471,394)	(\$866,592)	(\$1,545,472)
Carryforward Amount	\$324,629	\$1,107,242	\$1,052,519	\$733,517	\$134,642

IDEA grants are federal funds allocated to states for the education of students with disabilities. Each state then distributes the grants to school districts based on a formula. Belmont's share of IDEA grants has been relatively stable, with modest increases in some years. However, this past stability cannot be assumed to be an indicator of future federal funding levels.

Finally, as a member of the LABBB collaborative (along with Lexington, Arlington, Bedford, and Burlington), Belmont pays tuition to LABBB for each student and earns tuition credits when the collaborative's revenues exceed its expenditures. In the past, these credits have been paid out to district members on an ad hoc basis determined by the LABBB board, and, therefore, are not included in the annual budget. Recently, DESE determined that LABBB should distribute current cash on hand and tuition credits to member districts. Of its \$435,823 in accumulated credits, Belmont will use \$152,535 of these credits to fund LABBB tuitions in FY18. In an effort to try to smooth out the usage going forward,

the School Department has projected that it will use \$140,000 in FY19 and \$143,000 in FY20. However, it is possible that DESE will require that the entire \$283,000 be used in FY19.

LABBB Credit Usage and Carryforwards

	Actual FY16	Actual FY17	Actual FY18	Estimated FY19	Estimated FY20
Beginning Balance	\$648	\$152,535	\$435,823	\$283,288	\$143,288
Plus New Credits Earned	\$151,887	\$283,288	\$0	\$0	\$0
Use Of Credits From Prior Yr	\$0	\$0	\$152,535	\$140,000	\$143,000
Ending LABBB Credit Balance	\$152,535	\$435,823	\$283,288	\$143,288	\$288

Last June, Town Meeting approved an article to establish a Special Education Reserve Fund that could be funded through the School Department budget and that would be accessible upon separate votes of the School Committee and the Board of Selectmen. This Special Education Reserve Fund, which is different from the existing, but unfunded, Special Education Stabilization Fund, has the potential to serve as a cushion against unforeseen special education expenses, and is an alternative (or supplement) to carrying forward positive balances in the Circuit Breaker account. Given the projected declining balances in the Circuit Breaker account, the School Department and School Committee propose to leave the Special Education Reserve Fund unfunded at the present time.

Recent Settlement of 2018-2020 Labor Contracts

School department employees belong to one of eight groups, five of which are represented by unions. Contracts with each of the five unions expired in FY17 and were renegotiated in FY18 to cover the three-year period of FY18-20. Settlements have been reached with each of the five units and four contracts have been ratified. (Unit C should be ratified in the next month.)

The School Department's principal goals for the new contracts were: 1) to keep cost of living adjustments at or below the level recommended by the Financial Task Force, as well as within range of similar towns' school departments; and, 2) to maximize student time with teachers. (The second goal motivated certain adjustments in the substitute staffing policies of the Department as well as in contract adjustments to personal days.)

Unit A represents teachers, nurses, counselors, etc. That unit has approximately 330 employees as of FY18, or about 62% of the School Department employees. The new contract with Unit A provides for annual increases (COLA) of 2% in FY18, 2% in FY19 (1% effective on Day 1 and 1% effective Day 91), and 2% in FY20. The School Department estimates that Unit A members on average will receive a 4.45% salary increase in FY19.

A significant aspect to the Unit A contract is the incorporation of daily substitute teaching into Belmont High School. Currently BHS does not use daily substitute teachers, meaning that when a teacher is absent, students have unplanned free blocks and receive no instruction during those blocks. This has been an academic and safety concern of the administration for several years. According to the School Department, it is not consistent with practice at other area high schools

The extracurricular component of Unit A increased coaches' and advisors' stipends by \$149,558. (Research indicates the coaches' stipends are among the lowest in the region and have not been

adjusted in over ten years.) Student fees cover a portion of sports and extracurricular activities' costs. The fee schedule is expected to remain unchanged for FY19.

Unit D represents aides, classroom assistants, monitors, and substitutes and has approximately 95 employees in FY18, or about 18% of the School Department. The new contract with Unit D provides for annual increases of 2% each of the three years, FY18-20.

Unit B represents certain senior teachers and leaders in the School Department (about 3 % of employees). The new contract alters slightly the approach to merit pay.

Unit C represents secretaries. The new Unit C contract is not yet ratified.

Finally, the School Department's AFSCME contract for custodians and maintenance workers (19 employees) contains annual raises of 2% for each year, FY18-20.

SPECIAL ANALYSIS: Enrollment Trends in Nearby Communities

The table below shows the current enrollment and the five- and ten-year enrollment growth for Belmont and nine other nearby Boston-area communities that are roughly similar in profile to Belmont. As the table shows, two communities – Watertown and Burlington – have had flat or declining enrollment over the last ten years. The other eight communities have all experienced enrollment growth during this period. However, of the eight communities (including Belmont) experiencing growing enrollments, Belmont had the second highest growth rate (after Arlington) over both the 10-year and 5-year horizon. Moreover, excluding Arlington, over the past five years, Belmont's enrollment growth rate has been about double the average of the remaining communities that have experienced enrollment growth.

5- and 10-Year Enrollment Growth By Town

Town	2017-18 Enrollment	5-Year Growth		10-Year Growth	
		#	%	#	%
Belmont	4,527	533	13.3%	820	22.1%
Neighboring Suburbs					
Arlington	5,626	777	16.0%	1,156	25.9%
Lexington	7,175	697	10.8%	979	15.8%
Watertown	2,452	(91)	(3.6%)	90	3.8%
Winchester	4,573	267	6.2%	665	17.0%
Neighboring Cities					
Newton	12,703	594	4.9%	1,200	10.4%
Waltham	5,453	511	10.3%	849	18.4%
Nearby Suburbs					
Bedford	2,605	125	5.0%	272	11.7%
Burlington	3,426	(80)	(2.3%)	(188)	(5.2%)
Needham	5,583	198	3.7%	594	11.9%

Source: MA DESE Enrollment by Grade Reports

It is also illuminating to look at the trends over time in the percentage of Special Education and ELL students in the same set of nearby communities.

As the table below shows, Belmont has the lowest overall percentage of Special Education students of any of the ten communities. As the table also shows, over the past ten years, six of the ten communities, including Belmont, experienced a decline in Special Education students, measured as a percentage of total enrollment. However, over the past five years, eight of the ten communities, including Belmont, have seen a subsequent increase in the percentage of their students on IEPs.

Belmont currently has the fourth highest percentage of ELL students among the ten communities, roughly comparable to Lexington (although well behind Waltham and Watertown). Belmont has also experienced one of the highest increases in the ELL percentage. Waltham has the largest percentage of ELL students and also had the largest relative increase.

**5- and 10-Year English Language Learner and Special Education Enrollment
(% of Total Enrollment)**

Town	% ELL Students			% Special Ed Students		
	2007-08	2012-13	2017-18	2007-08	2012-13	2017-18
Belmont	2.7%	2.6%	7.3%	13.1%	9.5%	10.4%
<u>Neighboring Suburbs</u>						
Arlington	3.8%	5.0%	4.8%	16.1%	14.3%	15.3%
Lexington	3.8%	5.3%	7.6%	16.4%	13.8%	13.3%
Watertown	9.6%	9.0%	13.0%	18.2%	20.8%	20.6%
Winchester	2.2%	3.9%	3.5%	15.0%	14.9%	16.9%
<u>Neighboring Cities</u>						
Newton	5.6%	6.3%	7.0%	18.8%	19.5%	19.6%
Waltham	9.6%	12.2%	22.2%	22.5%	22.7%	15.9%
<u>Nearby Suburbs</u>						
Bedford	1.1%	4.0%	6.1%	19.0%	15.9%	16.9%
Burlington	2.2%	1.7%	4.8%	14.1%	12.7%	13.2%
Needham	0.9%	1.3%	3.0%	12.4%	13.5%	16.8%

Source: MA DESE Enrollment by Selected Populations Reports

SPECIAL ANALYSIS: Unit A Contract Settlements in Nearby Communities

As noted above, Unit A represents teachers, nurses, and counselors, and is the largest bargaining unit for all school districts. The table below shows that Belmont's recently negotiated cost of living adjustments are in line with recent settlements in surrounding communities:

	Contract Term	Cost of Living Adjustment (COLA)
BELMONT	2017-2020	2%; 2% (1% effective on Day 1 and 1% effective on Day 91); 2%
<u>Neighboring Suburbs</u>		
Arlington		Currently in negotiations
Lexington	2015-2018	2%; 2.25%; 3% if implement an elementary world language program in SY 2017-18, 2% if not.
Watertown	2016-2019	2.25%, 2%, 2%
Winchester	2016-2019	2 %; 2% on Day 1 and 0.5% on the last day of Year 2; 2.5% on Day 1 and 0.25% on the last day of Year 3
<u>Nearby Suburbs</u>		
	Contract Term	Cost of Living Adjustment (COLA)
Bedford	2018-2020	2%, 2.5%, 2%
Burlington	2014-2017	2%, 2%, 2%, 1.5% in 2017-18
Needham	2016-2019	1.5%, 2%, 2.25%
Wayland	2017-2020	2%, 2.25%, 2.25%
Weston	2016-2019	2%, 2%, 2%

Conclusions and Recommendations

Belmont has experienced a substantial surge in demand for School services – an increase in demand unlike any other Town Department. Belmont's unrelenting enrollment growth continues to pressure the school budget and require an increasing share of overall Town resources just to keep pace with providing students with level services. The analysis of neighboring communities reveals that Belmont's enrollment growth exceeds the growth in most other communities.

The trend of increasing enrollments throughout the system is expected to continue for the foreseeable future. According to an updated enrollment forecast that the School Department had commissioned by McKibben Associates in March 2018, total enrollment throughout the system will continue to grow each year for another eight years, peaking at just over 5,000 students in the 2025-26 school year. That represents an increase of about 400 students, or just under 10%, from current enrollment levels. This expected annual increase in total system-wide enrollment will continue to impose above-inflationary cost pressures on the School Department for the foreseeable future.

Soaring enrollment also puts pressure on capital expenditures. To date, the Town has funded 10 modular classrooms at the Chenery and Burbank Schools. Should Belmont not approve a debt-exclusion for a new Grade 7-12 complex, significant additional capital outlays for modular space will likely be needed. (Note, however, that this is neither a straightforward nor a desirable solution. Finding suitable locations such for modular space will be a challenge, and ongoing accreditation issues may remain with the BHS building.)

Growth in Special Education costs is high and difficult to predict accurately. For the first time in many years, the 2015 override allowed the School Department to carry forward a healthy balance in state Circuit Breaker funds. This balance helps the school system absorb unanticipated increases in out-of-district (OOD) tuitions that arise during the school year. But, these balances will gradually be drawn down as the School Department relies on Circuit Breaker funds to supplement General Fund contributions towards OOD tuitions. To the extent that space constraints are eased with a new campus for grades 7-12, there may be opportunities to bring some Special Education programs in-district, which could both benefit students and reduce costs.

Considering the step-and-lane system, cost of living increases, and turnover, Belmont is experiencing about a 4% annual increase in overall base salary and wages. In the new FY18-FY20 contracts, the School Department and School Committee successfully met their goals of keeping cost of living adjustments at or below the level recommended by Belmont's Financial Task Force, and maximizing student time with teachers (with some adjustments to substitute staffing policies as well as contract adjustments to personal days). The resulting 4% growth in base salary and wages is reasonable in comparison to neighboring communities and yet is larger than Belmont's sustainable level of revenue growth. As long as this is the case, Belmont will find itself with significant budgetary pressure, such that either additional revenue will be required (likely in the form of future overrides) or services will have to be curtailed.

Existing town assets also offer opportunities to generate new revenues and a School-Town partnership is key to unlocking this potential. The School Department and the Town Administrator should continue to work together to create and implement a plan to increase utilization of existing town/school facilities and generate revenue to help pay for the operating and capital expenditures related to these assets. Currently, Belmont is forgoing revenue opportunities because there is no

cohesive plan that allows town and non-resident groups to use school-based facilities (after giving priority to high school athletes and organizations). As an example, Harris Field, while used heavily by school teams, is not fully scheduled during off-peak hours, on weekends, and during the summer. Turf fields are in demand, both by Belmont organizations and by non-resident leagues and camps. An agreement to schedule and rent such space could potentially raise around \$100,000 to offset annual debt service for the field.

Development of an updated 3-5 year financial plan for the Town and Schools is critical.

Increased enrollment, rising and unpredictable mandated special education costs, and contractual labor costs will continue to put increased pressure on School Department budgets and town resources in the next few years as the 2015 override will no longer support spending growth.

MAJOR CAPITAL PROJECTS WORKING GROUP

REPORT TO TOWN MEETING MEMBERS

MAY 2018

The Major Capital Projects Working Group offers this summary of our deliberations and recommendations for your consideration. During the course of our work, Town Meeting approved creation of building committees for three major building projects: Library, Department of Public Works facility and Police Station. In addition, the Belmont High School Building Committee, created in 2016, has been very active. With the progress in these areas, we expect this will be our final report within our current charge.

MCPWG MEMBERS

The Major Capital Projects Working Group is a sub-group of the Capital Budget Committee. The group includes four members of the Capital Budget Committee (CBC):

M. Patricia Brusch, CBC, chair of the Permanent Building Committee, member of Belmont High School Building Committee, served on Library Feasibility Study

Jennifer Fallon, CBC, member of Library Building Committee, member of the Warrant Committee, served on the Library Feasibility Study as well as the early BHS studies

Mark Paolillo, CBC, member of the Board of Selectmen, chaired the 2015 Financial Task Force

Anne Marie Mahoney, CBC, member of DPW/Police Building Committee, served on 2015 Financial Task Force Capital Sub-Group

Roy Epstein, Chairman of the Warrant Committee, member of DPW/Police Building Committee, serves on Light Board Advisory Committee, chaired Net Metering Working Group, served on Belmont Light Substation Site Committee

Patrice Garvin, Town Administrator

Phyllis Marshall, Interim Town Administrator

Floyd Carman, Town Treasurer

CHARGE

A sub-group of the Capital Budget Committee began informal conversations with the then Town Administrator David Kale and Town Treasurer Floyd Carman in the fall of 2016. Our Working Group was officially appointed by the Board of Selectmen in February 2017.

Our charge is:

To analyze the capital projects, in addition to Belmont High School, which still need to be addressed: DPW, Police Station, Library and incinerator site, in order to develop a sound plan for building, sequencing and possible financing for successful and timely completion of these projects.

The BHS project is already underway under the direction of that building committee and therefore not within the scope of our work.

REVIEW

As we reported to the Annual Town Meeting in June 2017 and Special Town Meeting in November 2017, the group retained the design firm Symmes, Maini, and McKee Associates (SMMA) to analyze the Police and DPW buildings and sites. The group also met throughout 2017 with representatives from the DPW and Police Departments, the Library Trustees, as well as all Town department heads who could provide relevant information.

By the fall of 2017 the group had formed a plan to address the DPW and Police station in two phases: first, short-term or emergency repairs and renovations that would provide appropriate, safe, gender equal, accessible space for our employees and the public; second, long-term or permanent new construction for both facilities on the DPW yard site. SMMA estimated a cost of \$4.4 million for the short-term fixes. Our preliminary view of the long-term solution was to rebuild the DPW and to locate a new police station on unused town land adjacent to the DPW.

MCPWG received updates on the BHS project but had no oversight on their activity or their plan for a debt exclusion. The Board of Library Trustees completed their feasibility study, which recommended a new library on the current site. The Trustees wished to move forward as soon as possible with a schematic design and a fundraising plan.

The November 2017 Special Town Meeting authorized the formation of a single building committee for the DPW/Police project and dedicated \$383,230 from the Kendall Fund for a schematic design. STM also authorized the formation of a building committee for the Library and authorized \$300,000 for schematic design, half to come from the Town's Kendall Fund and half from the Belmont Library Foundation.

The MCPWG promised to report back at the June session of the 2018 Annual Town Meeting with further information and recommendations for scope of construction, sequencing, timing and funding of these four projects.

UPDATE AND RECOMMENDATIONS

BELMONT HIGH SCHOOL

The BHS Building Committee will report separately to Town Meeting. The building committee plans to request a debt exclusion from the voters on the November 2018 ballot for a project that has a gross estimated cost of no more than \$300.0 million. The project is expected to receive MSBA reimbursement in the range of \$74.0 million.

RECOMMENDATION: The high school project should go out for a debt exclusion on November 6, 2018 and, if passed, proceed with design and construction.

LIBRARY

The Library Building Committee now has independent responsibility for this project and is proceeding on its own schedule. The committee is currently working to hire an OPM and an architect to create a schematic design as a basis for private fundraising. To date, no fundraising goal has been set. The Library Building Committee will make its own report to Town Meeting.

It will take the various committees associated with the library project until at least spring of 2019 to complete the schematic design, determine an appropriate fundraising goal, and set a fundraising campaign in motion. It is unlikely that the library would be ready for a debt exclusion until after 2020. Fundraising will include multiple sources. Whether that includes applying to another state grant round is still an open question.

RECOMMENDATION: The Library Foundation should raise a substantial percentage of the total cost of the library project before proceeding with a debt exclusion. A debt exclusion should not happen until after 2020 to allow the DPW and Police projects to be nearing the end of their construction.

DEPARTMENT OF PUBLIC WORKS

The DPW/Police building committee has identified a solution for the short-term needs for the DPW and has completed schematic design. Construction can start promptly and is estimated to cost between \$1.2 and \$1.4. That committee will report in detail to the Town Meeting on their plan to cover the most immediate needs of the DPW. The MCPWG reminds Town Meeting, however, that the DPW facility as a whole is in poor condition due to age and the question of complete rebuilding will eventually have to be addressed. It is expected, however, that the short-term work will allow the facility to continue operating for approximately ten years.

RECOMMENDATION: The DPW short-term repairs and construction in the amount of \$1.2 to \$1.4 million should proceed as soon as possible. The project should be bonded and bonds paid down within the operating budget without a debt exclusion. Further information on financing this project will be presented at Town Meeting.

POLICE STATION

The MCPWG supports the plan that the Building Committee will offer to the Town Meeting for the police station: immediate renovation and expansion of the existing Concord Avenue site. Schematic design for this concept is complete. This plan emerged following intensive study by the Building Committee after retaining an architect and OPM. It represents a strategy that essentially provides a new station for a cost that is relatively close to the short-term fixes considered last year. Because this plan represents a more permanent solution the cost is estimated to be between \$6.2 and \$7.5 million. This solution meets the needs of the Police Department for the foreseeable future and can take place without further acquisition of land, rights-of-way or other encumbrances. It is far below the cost of a new building on a different site.

The MCPWG originally favored selling the Concord Ave. parcel housing the Police Station and Belmont Municipal Light Department building in order to generate income to finance the renovation projects. The assessed value of the police station parcel is \$392,000 and the BMLD parcel is \$600,000. It is not known what potential ground contaminants might be found. A professional real estate appraisal of the BMLD building and Police Station parcels is in process but we anticipate a low sale value. With that in mind, it appears more advantageous to renovate the existing police station and to retain the BMLD building site for some other future use after the electric substation is decommissioned.

RECOMMENDATION: The renovation and expansion of the existing police station in the amount of \$6.2 to \$7.5 million should proceed as soon as possible. The project should be

bonded and bonds paid down within the operating budget without a debt exclusion. Further information on financing this project will be presented at Town Meeting.

The DPW and Police station projects should proceed as one construction project utilizing the existing building committee, OPM, and architect. Some OPM and design funds are still available from money authorized by Town Meeting in November of 1917.

FUTURE PROJECTS

There will always be other capital projects. The future use of the incinerator site is still an open question. The poor condition of the Hockey Rink means it will require replacement but the location and management require further negotiation. In addition, the Butler, Burbank and Winn Brook schools will require significant upgrades in the coming decade. All potential future projects will require extensive community conversation.

RECOMMENDATION: While the MCPWG is winding down, the town should create a new standing group to analyze and recommend a course of action for future capital projects. Belmont relies greatly on citizen volunteers for such work and the amount of time and effort necessary for a successful outcome requires a separate committee. We recommend that the committee include members from the Capital Budget Committee, Warrant Committee, Permanent Building Committee, and Board of Selectmen, along with the Town Treasurer, and the Town Administrator's office joined by other interested and qualified residents.

Respectfully submitted,

Anne Marie S. Mahoney, Chair

M. Patricia Brusch

Roy Epstein

Jennifer Fallon

Mark Paolillo


Patrice Garvin, Town Administrator

Phyllis Marshall, Assistant Town Administrator

Floyd Carman, Town Treasurer

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VOLUME XII. NUMBER 48

BELMONT, MASS., SATURDAY, FEBRUARY 28, 1931

10 PAGES

PRICE FIVE CENTS



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POLICE NOW HOUSED IN MODERN NEW HOME



NEW HEADQUARTERS OF BELMONT POLICE DEPARTMENT

MUCH INTEREST BEING SHOWN IN NEXT MONDAY'S ELECTION

Total of 9539 Voters Qualified To Go To Polls and Large Vote is Expected.

Belmont has 9539 registered voters qualified to go to the polls next Monday to elect town officers and town meeting members for the ensuing year.

At the close of registration last week, it was found that there were 4865 women and 4774 men registered as voters, which goes to prove that in Belmont at least the women are not disregarding their privilege of participating in political affairs.

Six contests for town office will ensue in the election this year. The offices being contested include select-

man, water commissioners, sewerage, two positions on the school committee, two-year terms on the board of library trustees and commissioner of public health grounds.

The polls will be open from seven a. m. until eight p. m., and the several polling places are as follows:

Precinct 1—Town Hall, Belmont Center
Precinct 2—Town Hall, Belmont Center
Precinct 3—Schooling, Belmont, Harvard
Precinct 4—Old Probate Hall, Maple St.
Precinct 5—Metadist Episcopal Church, corner Cotton St. and Palfrey St.
Precinct 6—Wynon Park Church, Belmont St.
Precinct 7—St. Andrew's Church, Maple St.

In addition to the regular town officers to be elected there are 14 town meeting members to be elected for the three-year term, also several town meeting members for the two and one-year terms in the precincts where vacancies occur at the present time.

There are two candidates for the office of selectman, three for water commissioners, three for the two positions on the school board and two

TOWN OF BELMONT

19 Moore Street
Post Office Box 56
Belmont, Massachusetts 02478



Floyd Carman, CMMT, CMMC
Treasurer/Tax Collector
Parking Clerk
Tel: 617- 993-2782
Fax: 617- 993-2771

E-Mail: fcarman@belmont-ma.gov

May 10, 2018

Dear Town Meeting Members,

I am writing you as Town Treasurer/Member of the Belmont Retirement Board.

The attached information is to clarify why we need your support for:

Article 24 -AUTHORIZATION TO ADJUST SPOUSAL BENEFIT FOR SURVIVING SPOUSES OF RETIREES,

Article 25-AUTHORIZATION TO INCREASE COLA BASE BY RETIREMENT BOARD.

If you have any questions please E-Mail me.

Sincerely,

Floyd

ARTICLE 24

AUTHORIZATION TO ADJUST SPOUSAL BENEFIT FOR SURVIVING SPOUSES OF RETIREES

G.L. c. 32, § 101 Spousal Benefit

Section 65 of Chapter 139 of the Acts of 2012 provided an increase in the annual allowance payable to certain surviving spouses of accidental disability retirees to \$12,000. G.L. c. 32, § 101 provides a benefit to surviving spouses of disabled retirees who retired prior to 1997, and were precluded from selection the Option C – member survivor option. The Belmont Retirement System has three surviving spouses who would be impacted by acceptance of this local option. Upon acceptance, the annual allowances of the three individuals will be increased to \$12,000. For the State Teachers' Retirement System and State Employees Retirement Systems, this increase was automatic as of July 1, 2012. Acceptance would have a *de minimus* impact on the System's unfunded liability.

The Belmont Retirement Board has voted to accept this section and to recommend acceptance by Town Meeting.

ARTICLE 25

AUTHORIZATION TO INCREASE COLA BASE BY RETIREMENT BOARD

G.L. c. 32, § 103(j) – Increase to the Cost of Living Adjustment (COLA) Base

Section 19 of Chapter 188 of the Acts of 2010 provided for increases to the existing COLA base for retired members and beneficiaries of the public retirement system, in increments of \$1,000. The retirement COLA, which has been factored into the System's funding schedule since 1998, is up to 3% of the first \$12,000 of benefits, or a maximum of \$360 annually. The Belmont Retirement Board has voted to increase the COLA base to \$13,000, which would increase the maximum to \$390 annually, or increase of \$30 per year. Approval of the granting of COLA is at the Retirement Board's discretion.

If approved, the January 1, 2018 actuarial valuation will reflect a 3% COLA each year on the first \$13,000.

The Legislature has made changes to the definition of pensionable compensation and the retirement formula for employees hire after April 2, 2012 which will help to offset any increase to the System's unfunded liability. Further, as the Board of Selectmen are aware, the retirement contributions of a long term Group 1 employee who entered the retirement system after July 1, 1996 will fund most, if not all, of his or her retirement benefit, assuming investment targets are met.

The Belmont Retirement Board has voted to accept this section so as to increase the COLA base to \$13,000 and to recommend acceptance by Town Meeting.

Spousal Benefit

- 3 survivors currently collecting this benefit
- Acceptance will increase the benefit to \$12,000
- FY 2018 actual appropriation \$20,544
- FY 2019 proposed appropriation is \$36,000.
- FY 2019/FY 2018 increase is \$15,456 which includes 3% COLA increase \$1,080

COLA Base

- Current maximum COLA Base for Belmont School Teachers is \$13,000 and Town Employees is \$12,000.

For Town Employee:

- COLA base has been \$12,000 since 1998 (Chapter 17 of the Acts of 1997)
- Current maximum COLA is 3% of \$12,000 = \$30/month or \$360/year
- Increasing base to \$13,000 = max COLA of \$32.50/month or \$390/year
- Retiree health insurance rates projected to increase by 11% for FY2019
- Estimated additional cost to FY2019 appropriation = \$129,600

**Pavement Management Program
Roads to be Reconstructed 2019
Office of Community Development**

Road Name	From	To	Length
ALMA AVE*	BARTLETT AVE	BELMONT ST	845
NEWTON ST	BELMONT ST	FAIRVIEW AVE	797
RIDGE RD	BELMONT ST	WHITE ST	494
JUNIPER RD	SOMERSET ST	FLETCHER RD	1750
CARLETON RD	WASHINGTON ST	CHESTER RD	959
HARRIET AVE*	BARTLETT AVE	BELMONT ST	805
INDIAN HILL RD	OLD MIDDLESEX RD	BENTON RD	294
ESSEX RD	BENTON RD	OLD MIDDLESEX RD	363
PREBLE GARDENS RD	OLD MIDDLESEX RD	OAKLEY RD	440
OLD MIDDLESEX RD	OAKLEY RD	BENTON RD	958
BENTON RD	PAYSON RD	OAKLEY RD	808
TOWNSEND RD	PAYSON RD (N)	PAYSON RD (S)	864
ALEXANDER AVE	LEONARD ST	CLAFLIN ST #2	247
BAKER ST**	HITTINGER ST	CONCORD AVE	1363

*Includes sidewalk repair and curbing installation

**Limited to sidewalk repair and curbing installation

Glenn R. Clancy – Town Engineer
617-993-2650
gclancy@belmont-ma.gov