



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Office of the Town Clerk

DEPARTMENT: Town Clerk

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

Legislative

The Legislative budget program covers costs related to Town Meetings and is managed by the Town Clerk. Town Meeting costs include stenographic services, transcription of Town Meeting minutes, police details, media specialist, custodial services, Town Moderator's annual salary, printing and posting of the Warrant Booklet and mailing of warrants to all Town Meeting Members. Posting of Attorney General approval in all precincts indicating validity of procedure. All postings of warrants, adjourned Town Meetings and Attorney General decisions are done by a local Constable.

Work with Town Counsel, Moderator and Selectmen on warrant preparation and deadlines. Amendment requests on motions must be in the Town Clerk's office three business days before Town Meeting in order for the Moderator and Town Counsel to approve form and substance.

Elections and Registrations

This budget program is shared by the Town Clerk's office and Board of Registrars.

The Board consists of the Town Clerk and three members appointed by the Board of Selectmen from submission of names approved by the Democrat and Republican Town Committees.

The functions involve voter registration sessions, assistance at precinct caucuses, availability on election day to oversee precincts with the Town Clerk. The Board of Registrars has sole responsibility to conduct Recounts.

A little known fact is the Board of Registrars is responsible for the town census. The present Board does assist in opening census mail and separating it into precincts.

1. The Town Clerk's staff performs the following functions under this category;

- Adhere to all federal and state mandates for elections
- Work with Town Counsel, Moderator and Selectmen on ballot questions
- Prepare and supervise Town, State and Federal Elections
- Prepare and assist at recounts
- Arranges polling locations, election workers and supplies for every election;

We have two new locations for the Annual Town Election due to the sale of Precinct Seven's Fire Station. That precinct has moved to the gym at the Burbank School and the availability of the new Fire Headquarters on Trapelo Rd will now serve Precinct Five. It has been our desire to house all precincts in public buildings and by 2009 that will be accomplished.

Maintains and tests voting machines and transmits test tape results to Secretary of State.

Final election results are forwarded to Secretary of State, local media and AP wire services.

Arrange for election results to be publicized on local web page.

.Issues nomination papers and certifies signatures for Annual Ballot and initiative petitions;

- Prepares final warrant for approval and printing;
- Initiates ordering, counting and distributing ballots to precincts;
- Monitors polling locations and consults with wardens on election day and solves problems;
- tallying precinct and final election results for the public and transmittal to the Secretary of Commonwealth
- Report results to the Associated Press News Service on election night for which the Town Clerk's Association receives a stipend;
- scans individual voter proceedings into the state computer to update records
- conducts recounts and caucuses with Board of Registrars, if necessary; and
- administer campaign finance laws

- Notifies incumbents in a timely fashion for re-election

- Supplies nomination papers and instructions to candidates for local elections

2. Voter registrations are verified and entered into the Central Voter Registry controlled by the Massachusetts Secretary of State. Functions include new "in-person" voter registrations, mail-in registrations, registrations received from the Registry of Motor Vehicles, social service agencies and other cities and towns. Also, Federal Post Card Voter applications. It is our duty to notify other states of those registering in Belmont, previously registered in their state. This is mandated under the HAVA (Help America Vote Act)

This office must verify local and state nomination/petitions papers signed by Belmont voters Update change of political party requests. Party change regulations were amended in 2005, except for those wishing to be listed in a party for specific reasons, such as Party delegates to a convention

3. A census form is sent to more than 11,000 households every January. A follow up second mailing to those non respondents is sent in February if time and money permit. Often telephone calls are substituted in the evening reaching a greater number of people. The 2007 census had a poor return average necessitating 2500 confirmation cards to be sent. After census forms are returned, the office compiles and updates the data in the Central Voter Registry and publishes a yearly resident book. The Town and School Department requires that new residents must be on the census in order to enroll students in the schools. The census is also used to create eligibility for jury lists. Military personnel are eligible for a Welcome Home bonus and it is the duty of the Town Clerk to verify residency at the time of entrance into the military.

Town Clerk



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Office of the Town Clerk

The Town Clerk's Department, the heart of town government and liaison to residents, remains a busy location within the Town Hall Complex. As the main public information center, this office directs the public to proper departments as well as forwards many telephone inquiries. Many hours of staff and management personnel is provided to this particular function. The new telephone system has not lessened the informational calls to the Clerk's office.

In performance of its many functions, the Town Clerk's Department maintains and provides the following:

- Records, registers and preserves vital statistics, (births, deaths and marriages) certifies same and reports to Commonwealth monthly and verifies yearly. Provides certified copies of records as requested in person and by mail. Creates and records adoptions of children born out of the country as well as within.
- The Town Clerk notarizes documents for town residents; is clerk to Board of Registrars; prepares payroll; signs bills; is Justice of the Peace.
- Retains notices for specified periods of time and files minutes of meetings.
- Files notices of appointments and resignations.
- Issues house numbers for new construction and renovations.
- Receives all legal documents on behalf of the Town (as Keeper of Records) and forwards to Town Administrator, Town Counsel and appropriate departments.
- Records and certifies Board of Appeal cases for Registry of Deeds.
- Certifies notes for borrowing with Town Treasurer.
- Administers oath to all elected and appointed persons and distributes copies of open meeting and conflict of interest laws.
- Licenses: Marriage licenses; animal and kennel licenses; raffle permits; business certificates; Class I and Class II car licenses; update Class I and II license holders of requirement ,M.G.L.CHAP..90, SEC. 7N ¼ and 201 CMR 11.00, to display warranty law to consumers; junk licenses; antique licenses; common victualler's; underground fuel storage permits and original licenses in conjunction with the Fire Department; livery licenses; common carrier licenses, taxi licenses; boarding house license; collect code violation money; issue hunting and fishing licenses, sell archery stamps, waterfowl stamps, black gun powder stamps all of which is now optional to city/town clerks.
- Most of the responsibilities of the Town Clerk's office are mandated by Massachusetts General Laws. The Town Clerk works closely with Secretary of the Commonwealth on acceptance of statutes and ordinances. In many instances, the office of the Town Clerk and Election and Registration interact.

2007/2008 MAJOR ACCOMPLISHMENTS

Legislative

1. Arranged and prepared the Annual and Special Town Meetings.
2. Success in change of submitting Articles for Town Meeting
3. Compiled changes in Zoning and General By-Laws and transmitted them to the Attorney General for approval. All were approved.
4. Recorded and certified all official actions of the Town Meeting legislation and appropriations.
5. Sent legislation to Department of Revenue and Division of Local Mandates.
6. Recorded and maintained Town Meeting Member attendance.
7. Fine tuned new procedure for amendments at Town Meeting.
8. Mailed warrant to TMM's two weeks before meeting for their assessment. .

Elections and Registrations

1. Conduct Annual Town Election
2. Processed a total of 200 absentee ballots
3. Prepared Census and Resident Book .
4. Continued updating voter registrations per Federal Law enacted January 1, 2003 in an effort to prevent voter fraud. Also instructed election workers in procedure to follow on election day.
5. Conducted Warden and Clerk training session for Provisional Ballots
6. Registered high school students with LWV
7. Provisional ballot update procedures written for election workers
8. Completed new tallying procedure to SOS
9. Installed new handicapped voting machines and conducted training sessions.

Town Clerk

1. Continued putting additional vital statistic forms on computer.
2. Hired and trained part-time office clerk
3. Success in increasing number of passports being processed, thus generating revenue. Alleviated stress for clients awaiting delayed Passports by having correct telephone information.
4. Continued to promote the sale of the Belmont afghan for the Historical Society and Commission and inform the public about the upcoming 150th Anniversary gala planned for 2009.
5. Promoted the sale of raffle tickets, pins and refrigerator magnets for the 150th Anniversary.



Town of Belmont
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Office of the Town Clerk

FISCAL YEAR 2009 OBJECTIVES

Legislative

1. Arrange for Annual Town Meeting and all Special Town Meetings.
2. Send notification and warrants to Town Meeting members by required deadline.
3. Record and certify all official actions of the Town Meeting legislation and appropriations.
4. Prepare Zoning and General By-Law changes for the Attorney Generals approval.
5. Post Warrants for the Town Meeting and the approval of the Attorney General.

Elections and Registrations

1. Conduct elections and voter registration sessions for 2 state and 1 annual town election.
2. Work to facilitate return of initiative petitions in a timely fashion.
3. Update election workers on new laws and new handicapped voting machine.
4. Continue encouraging citizens to become election workers
5. Compile Census and Resident Book for 2008.
6. Oversee new Precinct Five and Precinct Seven polling locations
7. Arrange for Precinct 3 to move to Fire Headquarters.
8. Continue to look for Precinct Six relocation when Senior Center is closed.
9. Education of Help America Vote Act.
10. Continue to track informational requests.
11. Implement handicap touch screen voting.
12. Each precinct will be supplied one handicap touch screen machine by the Commonwealth of Massachusetts. All election workers must be trained in its use.
13. Work with other town clerks to keep the state requirement to produce yearly resident list.

Town Clerk

1. Continue to accept Passports applications and forward to the Federal Passport Office.
2. Continue to computerize functions.
3. Consult with Town Counsel and By-law Committee about setting rules for political signage.
4. Begin microfiche program of old records or have old record book bound and encapsulated
5. Continue to organize and look to house vital record books in overcrowded and unusable vaults. Research new sliding shelves to house vital record books.

Performance/Workload Indicators

Description	FY07 Actual	FY08 Estimate	FY09 Projected
LEGISLATIVE			
# of Annual Town Meeting Sessions	4	4	4
# of Special Town Meeting Sessions	2	2	3
Preparation of by-law changes for Attorney General and posting.	2	2	2
ELECTIONS AND REGISTRATIONS			
Number of Public Records Requests (Legal 10 day response time)	200	150	150
Number of Elections	3	2	3
Recount of Elections	0	0	0
# Absentee voters/specially qualified requests.	450/elec	500/elec	500/elec
TOWN CLERK			
Marriage Intentions/Licenses	110	125	150
Birth recordings	263	240	250
Death recordings	215	210	200
Certified copies of Birth, Death and Marriages, letters to school, resident letters, housing letters, etc.	2,500	2,500	2,500
Dog/Cat Licenses	1,154 / 740	1,150 / 750	1,200 / 900
Licenses / Fuel Permits	120	130	135
Business Certificates	125	135	140



Town of Belmont
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Office of the Town Clerk

REVENUE ISSUES

Fees

The fees within the Office of the Town Clerk were increased three years ago and their levels may be considered again at the 2009 Annual Town Meeting.

Materials made available for downloading from the Town's website has decreased the fee revenue from the sale of several of the Town's books and maps.

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Dog licenses	\$10,030	\$11,000	\$11,000
Cat licenses	\$5,020	\$5,400	\$5,500
Sporting fees/licenses and stamps	\$186.95	\$195	\$225
Marriage Intentions	\$2,840	\$3,000	\$3,375
Common Victuallers/ licenses	\$4,875	\$5,040	\$5,080
Address labels/disks	\$680	\$800	\$950
Violations	\$2890	\$3,000	\$3,050
Business Certificates	\$2,781	\$3,000	\$3,500
Resident Books/By-Laws	\$1,733	\$1,800	\$1,900
Maps and Raffle Permits	\$151	\$175	\$200
Zoning Books	\$365	\$400	\$400
Passport Applications	\$2,670	\$2,750	\$2,700
Birth,Death,Marriage,Misc Certificates	\$27902	\$28,700	\$28,700
Fuel/Gas Permits	\$540	\$540	\$540

Other Revenues

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Appliance and CRT stickers for DPW	\$2265	\$2295	\$2300
Money collected for Division of Fisheries and Wildlife at Commonwealth of Massachusetts	\$3,789	\$3,990	\$4,000



Town of Belmont

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Office of the Town Clerk

Budget message

The Town Clerk, Elections & Registration, and Moderator budgets are level from last year with the exception of requested shelving in the vault area. This shelving with make record retrieval safer. Currently staff is required to be on a ladder and reach into shelves that have books 3 deep to retrieve books.

Table with 9 columns: Account Title, FY06 EXPENDED, FY07 EXPENDED, FY08 FINAL VOTED BUDGET, FY08 EST EXPENSES, FY09 LEVEL SERVICES, FY09 10% INCR SERV, FY09 10% DECR SERV, FY09 TOWN ADMIN RECOMM. Rows include LEGISLATIVE, ELECTIONS & REGISTRATION, and TOWN CLERK categories.



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Office of the Town Clerk

DEPARTMENT STAFFING SUMMARY

POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
			FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-09 Level	FTE FUNDED	AMOUNT	FY08-09 Level
Moderator		Elected			200	200	1.00	1.00	200	1.00	200	0.00%	1.00	200	0.00%
Administrative Assistant	35	SEIU	1.00	1.00	27,677	33,212	1.00	1.00	33,212	1.00	34,506	3.90%	1.00	34,506	3.90%
Office Assistant	18	non-union	0.51	0.51	21,803	30,523	0.51	0.51	13,700	0.51	13,700	0.00%	0.80	18,000	31.39%
Town Clerk	40+	Elected	1.00	1.00	67,354	94,295	1.00	1.00	77,593	1.00	84,299	8.64%	1.00	84,299	8.64%
Assistant Town Clerk	40+	Appointed	1.00	1.00	51,070	71,498	1.00	1.00	66,040	1.00	68,021	3.00%	1.00	68,021	3.00%
Registrars		Appointed	4.00	4.00	4,500	4,500	4.00	4.00	4,500	4.00	4,500	0.00%	4.00	4,500	0.00%
	TOTALS		7.51	7.51			8.51	8.51	195,245	8.51	205,226	5.11%	8.80	209,526	7.31%



Town Administration's Fiscal Year 2009 Budget Recommendation
Office of the Board of Selectmen/Town Administrator

**DEPARTMENT: Office of the Board of Selectmen /
Town Administrator**

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

Board of Selectmen

The Office of the Board of Selectmen oversees the operations and activities of the elected Board of Selectmen. The main functions of this office are varied, but all are related to the efficient and effective operation of the Board of Selectmen. To understand this program, it is important to consider its two components: 1) the Board of Selectmen, itself, and 2) the administrative support for its efforts.

The Board of Selectmen is comprised of three elected members who serve in a part-time capacity and receive a small annual salary for their service. The members do not maintain individual offices in the Town Hall. Instead, they rely on full-time administrative and management staff to manage the day-to-day operations of the office. The Board of Selectmen convene regularly throughout the year, typically on Monday evenings, to discuss policy issues; to set agendas for itself and the Town Meeting; to resolve disputes; to issue licenses; to establish ad hoc committees and to make appointments to existing boards and committees; and to develop a budget recommendation for Warrant Committee consideration.

Although the Town's governing structure is fragmented (e.g., many independent, elected boards and officials), the Board of Selectmen is the primary entity that has the structure and ability to identify issues of Town-wide importance that are translated into operational goals or placed on the legislative warrant for Town Meeting consideration and approval. It is, in fact, the Board of Selectmen that creates the Warrant for the Town Meeting.

Many hours of staff and management support are provided to the operations of the Board of Selectmen. Functions include, among others, the processing of license applications; working in concert with the Chairman of the Board of Selectmen to set the Board's meeting agendas; preparing an "agenda packet" for each Selectmen containing information regarding each agenda item to ensure efficient and effective meetings; processing the actions of each Selectmen's meeting; tracking requests for information and claims; preparing all materials for the smooth and efficient flow of the Town Meeting; and facilitating the preparation of the Board's budget recommendation.

Community Relations

A variety of services are provided in this program that relate to public relations and public information and communication. Publication of the Town Report, and the Town website are both funded from this program.

Committees and Commissions

The Committees and Commissions Coordinator provides complete services to all permanent and temporary Town of Belmont Committees and Commissions. Services include: identifying and booking meeting locations; officially posting committee meetings on Town Clerk's bulletin board, the Town's website calendar, and ensuring that website subscribers receive a copy; adding any pertinent reports, etc. to a Committee or Commission webpage; maintaining current membership information on official town roster, as well as website; officially posting Committee and Commissions minutes with Town Clerk, as well as on Committee or Commissions webpage; and compiling and maintaining a listing of resident volunteers as a "pool" for future appointments. In addition, the Committees and Commissions Coordinator provides an invaluable service to Committee Chairpersons in understanding their roles and responsibilities and also provides additional administrative support in their efforts to lead committees.

General Management

The Town Administrator, Assistant Town Administrator, and Administrative Coordinator positions are funded from this program. These individuals coordinate generally the overall operations of the Town and handle special projects. Specific responsibilities include public relations; recruitment and hiring of key department head positions; budget development; responding to public requests for information; oversight of the Town's property, auto and professional liability insurance programs for both the Town and School departments; evaluation of all department manager performance; and oversight of special projects and issues. In addition, the Town Administrator and Assistant Town Administrator are routinely tasked by the Board of Selectmen to take on additional responsibilities and projects of interest to them and the Town.

Legal

The Legal program is the budget from which all legal counsel services and legal settlements are funded. The Board of Selectmen annually appoints a Town Counsel. In addition, the Town retains the services of labor, cable, land use, and other special counsel. The Town Administrator manages this program budget.

Over the past couple of years, demands for legal services have increased, in part due to the Selectmen's enhanced agenda, increased litigation against the Town, and special circumstances which have warranted the need for special counsel services (e.g., negotiation of Verizon's cable license). Controlling legal costs is an important priority for the Town Administrator.

The Town occasionally makes settlements against claims. Town Counsel staunchly defends the best interests of the Town and minimizes settlements costs.



Town Administration's Fiscal Year 2009 Budget Recommendation
Office of the Board of Selectmen/Town Administrator

2007 MAJOR ACCOMPLISHMENTS

1. Implemented transition to self-insured health care program.
2. Successfully negotiated union contracts including health care cost reductions.
3. Organized and implemented regionalized purchasing of office supplies.
4. Completed land swap with country club to allow for sale of property on Woodfall Road.
5. Designed, negotiated, and implemented solutions to parking problems.
6. Negotiated profitable agreement for shooting of Hollywood film in Belmont.
7. Town property sold for Habitat for Humanity housing.
8. Completed transactions for affordable housing at McLean property.
9. Began police station feasibility study.

FISCAL YEAR 2009 OBJECTIVES

1. Develop new sources of revenue for the Town.
2. Develop, maintain, and implement controls on health care costs.
3. Develop and maintain regional opportunities for the Town.
4. Redefine the Town's Engineering, Community Development, Planning and Economic Development functions.
5. Review Town management of facilities.
6. Assist in public/private partnership regarding development and land conservation.
7. Improve communications with the public.
8. Develop personnel management and development plans.
9. Produce and present FY10 Town Budget proposal.

Performance/Workload Indicators

Description	FY07 Actual	FY08 Estimate	FY09 Projected
# of Board of Selectmen Meetings	30	32	32
# of Nights of Town Meetings	3	3	3
# of Nights of Other Meetings	100	100	100
# of Liquor Licenses (15 available)	9	14	14

Description	FY07 Actual	FY08 Estimate	FY09 Projected
# of Permanent and Temporary Committees	61	63	63
Approximate # of Public Meetings Posted to Town Website	695	600	600
Approx. # of Hours of Staff Time Required to Produce Annual Town Report	80	80	80
Approx. Hours to Produce Town Meeting Warrant/Motions	35	35	35

REVENUE ISSUES

Fees

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Beer and Wine License Fees	\$30,000	\$35,000	\$35,000
Utility Petition Fees	\$500	\$1,000	\$1,000

FY08 LEVEL SERVICES BUDGET SUMMARY

The Town Administration fiscal year 2009 level services budget will be relatively unchanged from FY2008.

FY08 +10% INCREASED BUDGET SUMMARY

The increased budget includes additional intern hours and professional services funding.

FY08 -10% DECREASED BUDGET SUMMARY

Under the decreased budget, intern hours and professional services would be eliminated and the Town's Annual Report would be available only online and not in print.



Town of Belmont

Town Administration's Fiscal Year 2009 Budget Recommendation
Office of the Board of Selectmen/Town Administrator

BUDGET DIRECTOR'S BUDGET SUMMARY

Overall the Board of Selectmen, Town Administrator, and Committees budget is level services. There have been some changes in where salaries have been charge to properly reflect the work being performed.

Table with 9 columns: Account Title, FY06 EXPENDED, FY07 EXPENDED, FY08 FINAL VOTED BUDGET, FY08 EST EXPENSES, FY09 LEVEL SERVICES, FY09 10% INCR SERV, FY09 10% DECR SERV, FY09 TOWN ADMIN RECOMM. Rows include Board of Selectmen, Community Relations, Committees/Commissions, and General Management Services.



Town of Belmont

Town Administration's Fiscal Year 2009 Budget Recommendation
Office of the Board of Selectmen/Town Administrator

DEPARTMENT STAFFING SUMMARY

POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
			FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-09 Level	FTE FUNDED	AMOUNT	FY08-09 Level
Administrative Secretary	8	Non-union	0.20	0.20	-	-	0.00	0.00	-	0.00	-		0.00	-	
Administrative Secretary	9	Non-union	0.00	0.00	27,520	33,085	0.23	0.23	7,371	0.23	7,621	3.39%	0.23	7,621	3.39%
Administrative Secretary	4	Non-union	0.00	0.00	27,520	33,085	0.00	0.00	-	0.00	-		0.00	-	
Chairman, Board of Selectmen	N/A	Elected			5,000	5,000			5,000		5,000	0.00%		5,000	0.00%
Member, Board of Selectmen	N/A	Elected			4,500	4,500			4,500		4,500	0.00%		4,500	0.00%
Member, Board of Selectmen	N/A	Elected			4,500	4,500			4,500		4,500	0.00%		4,500	0.00%
Administrative Coordinator	35	Non-union	0.00	1.00	39,698	55,578	1.00	1.00	40,892	1.00	43,346	6.00%	1.00	43,346	6.00%
Administrative Coordinator	30	Non-union	0.00	0.00	39,698	55,578	0.00	0.00	-	0.00	-		0.00	-	
Executive Assistant	40	Non-union	1.00	0.00	-	-	0.00	0.00	-	0.00	-		0.00	-	
Intern	4	Non-Union	0.00	0.00	11.00	11.00	0.00	0.10	2,200	0.10	2,306	4.80%	0.00	-	
Intern	6	Non-Union	0.00	0.00	-	-	0.00	0.00	-	0.00	-		0.20	3,458	57.20%
Town Administrator	40	Contract	1.00	1.00	#####	134,400	1.00	1.00	134,400	1.00	134,400	0.00%	1.00	134,400	0.00%
Assistant Town Administrator	40	Non-Union	1.00	1.00	64,603	90,444	1.00	1.00	72,417	1.00	76,762	6.00%	1.00	76,762	6.00%
Part Time Web Assistant	3	Non-Union			11.00	11.00			1,650		1,650	0.00%		1,650	0.00%
Administrative Secretary	20	Non-Union	0.50	0.50	27,520	33,085	0.50	0.50	20,460	0.50	21,154	3.39%	0.50	21,154	3.39%
	TOTALS		3.70	3.70			3.73	3.83	293,390	3.83	301,239	2.68%	3.93	302,392	3.07%



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Information Technology

DEPARTMENT: Information Technology

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

Desktop Services:

Specify, oversee the purchase, install, update, inventory, and troubleshoot all computers and computer related equipment within the Town departments. This includes the ongoing costs to maintain all system-wide software licenses and electronic equipment in proper order. This further includes planning for the proper allocation of equipment as new equipment is purchased to replace older equipment – replacement schedule to be determined according to the needs of the departments, budget constraints, and system requirements.

Training:

Identify needs and provide training for the Town departments. This includes, but is not limited to: new user/new system orientation; maximizing the use of tools already on the desktop (such as Outlook, Word, and Excel); etc.

Applications Development/Projects:

Creating adjunct systems to allow for gaps found within existing systems for example: a system to compare the health insurance data to payroll information; a system to compare the data in the Assessor's database to the data in the Community Development Building and Planning database; etc.

Technology Planning:

Develop long range plans that allow for the effective use of technology, integration within and among departments, while also providing the citizens of the Town with an appropriate level of service and access to information. In order to achieve effective strategic planning, all initiatives, requests, plans, etc. must be viewed within the context of the Town as a whole, while remaining mindful of the budgetary issues and future planning. In other words, no purchase should be considered in a vacuum, potential ramifications must be explored to the extent possible given the information at hand and the direction(s) possible at the time (on average, technology changes occur every 18 months, thus it can be difficult to accurately predict five years out.)

Additionally, this would include working with departments on any RFPs that have a potential impact on management information systems and data collection/dissemination.

Policies and Procedures:

Creation of policies and procedures is an integral part of the operation of the Town information systems. These range from internal use policies to backup and recovery procedures. When necessary, these policies and procedures will be formulated in conjunction with other departments, such as Human Resources and the Selectmen's Office.

Disaster Recovery Planning:

The Town must have contingency plans for operations in the event of a disaster. Technology is becoming an increasingly important and vital tool in the administration of the Town and plans must be created to insure the continuity of government operations from a technological needs perspective. This should also be formulated in conjunction with other departments, such as BEMA, and the Selectmen's Office.

GIS Administration:

A GIS (Graphical Information System) has become a critical component in municipal planning. The ability to spatially display information provides a substantial increase in efficiency for Planning, Utility work, Property analysis, Pavement management and Public Safety. When a GIS is integrated with an ERP (Enterprise Resource Planning) system the resulting graphical display of financial and asset data makes budget analysis and projection much more accurate and efficient. What would take weeks or months of data gathering and spreadsheet work could be accomplished in hours or days once the GIS is fully established. The biggest challenge in maintaining a GIS is keeping the data updated which requires ongoing funding, however the increase in efficiency or even the ability to project plan at all far outweighs the investment in resources.

ERP Administration:

The ERP (Enterprise Resource Planning) system provides a common repository for the entire Towns' financial, asset and personnel data. A fully integrated and maintained ERP system eliminates the inefficiencies caused by manual information gathering, redundant data input, and errors caused by manual manipulation of the data. The ERP system will be used by all departments as it will become a vital and critical component of the technology infrastructure.



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Information Technology

2007/8 MAJOR ACCOMPLISHMENTS

Desktop Services

1. Ordered, configured and installed 41 desktop computers.
2. Ordered and configured 8 laptops.
3. Ordered and installed 6 network printers.
4. Ordered and installed 2 Servers.

Training

1. Installed permanent ceiling mount LCD projector in BOS Board Room.
2. Conducted numerous classes for ERP (MUNIS) System.
3. Continued monthly webmaster meetings for website training.

Applications Development/Projects

1. Replaced two old Domain Controllers.
2. Consolidated application programs and data and moved to new server.
3. Consolidated and moved Assessors Office database and application files to new servers.
4. Added School and Police departments to call tracking system.
5. Replaced one Fire Department Domain Controller.
6. Continued Upgrade of all Desktop Computers to Windows XP and Office 2003.
7. Continued Redesign and enhancements to website.

Strategic Planning

1. Evaluation of web based applications (GIS and ERP).
2. Implementation of ERP (MUNIS) Utility Billing system module.
3. Town wide GIS planning.
4. Disaster Recovery Plan for ERP system.

Policies and Procedures

1. Draft Comprehensive Computer use Policy.

Disaster Recovery Planning

1. Developed and tested DR procedure for ERP system.
2. Install new network fiber for increased speed and redundancy.

GIS Administration

1. Integrated Town – Wide GIS.
2. Installed three GIS application programs in IT, DPW, Light, Selectmen, Com/Dev and Assessors Offices.
3. Training on GIS software.

ERP Administration

1. Upgraded ERP (MUNIS) System to new version 6.2d.
2. Extract Utility data from S&S system to convert for new MUNIS Utility Billing module.
3. Implementation of MUNIS UB and Workorder modules.

FISCAL YEAR 2009 OBJECTIVES

Desktop Services

1. Continue 20% computer replacement program
2. Replacement of older personal inkjet printers with networked laser printers.

Training

1. Expand training classes to include department specific applications.
2. Establish user GIS training.
3. Perform Security training.
4. Create CBT training programs for GIS and ERP Systems.

Applications Development/Projects

1. Implement paper to electronic conversion of data for Town GIS.
2. Integrate Town databases.
3. Web site enhancement and utilization.

Policies and Procedures

1. Final computer use policy for Town.
2. Backup, document retention and archiving.

Disaster Recovery Planning

1. Plan comprehensive DR/COOP
2. Relocation of backup servers.
3. Network redundancy.

GIS Administration

1. Continue to deploy GIS throughout various departments.
2. Educate Departments on use of GIS.
3. Produce maps and offer GIS data for sale.
4. Explore GIS for website access.

ERP Administration

1. Continue integrating systems into ERP.
2. Develop ongoing training classes for ERP system modules.



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Information Technology

Performance/Workload Indicators

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Number of Help Desk Calls	2432	2400	2500
Number of Staff Training Classes	38	35	40
Number of Department Technology Projects	17	16	16
Policies and Procedures	6	3	8
Software Upgrades	120	85	25
Hardware Upgrades	52	45	42

FISCAL YEAR 2009 CAPITAL REQUEST

The Technology Capital Request is being submitted by Lee McCanne as a combined request as was done in FY2008.

The Town portion consists of \$80,000 for a Document Management System for both Town and School.

There is also a request for a NAS and Server with Virtualization Software which is a duplicate of what was funded for the School in FY2008. This would be for Disaster Recovery and storage for the Document Management System. The cost for this in the FY2008 Capital Budget was \$72,500.

FISCAL YEAR 2009 LEVEL SERVICES BUDGET

The differences between FY2008 Estimated Expenses and here are as follows:

<u>Org/Object:</u>	<u>Account Title:</u>	<u>Difference:</u>	<u>Explanation:</u>
11551			
511000	Full Time Wages	6%	COLA plus Step Raises for staff.
11552			
530300	Software Licenses	\$35,405	Cost for MUNIS Software Maintenance Contract. Increases in Server software Maintenance Contracts. Start of yearly maintenance contracts for GIS Applications. Virtualization software to replace 3 old servers.
542400	Hardware Supplies	\$15,000	New server to combine with virtualization software to replace 3 old servers.

FISCAL YEAR 2009 LEVEL SERVICES BUDGET PLUS 10%

The differences between FY2009 Level Services Budget and here are as follows:

<u>Org/Object:</u>	<u>Account Title:</u>	<u>Difference:</u>	<u>Explanation:</u>
11551			
511000	Full Time Wages	\$15,000	Addition of 20hr/wk Admin. Assist.
11552			
530300	Software Licenses	\$11,500	Addition enhancements to the Town website. 1. Online shopping cart for all Town bill paying. 2. Online Customer Request Management System. 3. Online hosting of recorded



Town of Belmont

**Town Administration's Fiscal Year 2009 Budget Recommendation
Information Technology**

542500	Software Supplies	\$20,000	meetings and BOS meeting packets. Desktop virtualization 5 hrs per machine.	530400	IT Network Support	\$63,000	software to reduce desktop setup and maintenance by Funds paid to School for Asst. Network Manager, rebates to Network Mgr. and IT Director. \$19,000 which was School costs shifted to Town in
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FISCAL YEAR 2009 LEVEL SERVICES BUDGET LESS 10%

The differences between FY2009 Level Services Budget and here are as follows:

<u>Org/Object:</u>	<u>Account Title:</u>	<u>Difference:</u>	<u>Explanation:</u>
11552			

FY2008.



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Human Resources

BUDGET DIRECTOR'S BUDGET SUMMARY

The Information Technology Division was established in Fiscal Year 2004 and the demands for technology management and support have continued to grow as municipal government and services have become more dependent on modern information technologies. This budget reflects increased hardware and software costs as well as \$49,000 in costs for FY08 that were formerly reported as part of the school budget. This budget also assumes responsibility for the Town's internet website costs. As the Town's reliance on technology continues to grow, so will the need for additional staff to support the technology.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>INFORMATION TECHNOLOGY</u>								
Personal Services	147,944	201,359	272,167	281,831	307,776	322,776	307,766	307,776
Other Expenses	67,828	47,565	128,578	125,868	171,325	202,325	108,325	171,325
TOTAL CAPITAL EXPENSES	124,753	124,990	113,000	113,000	113,000	125,000	113,000	113,000
TOTAL INFORMATION TECHNOLOGY	340,525	373,914	513,745	520,699	592,101	650,101	529,091	592,101

DEPARTMENT STAFFING SUMMARY

POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
			FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-09 Level	FTE FUNDED	AMOUNT	FY08-09 Level
Manager	40	Mgmt	1.00	1.00	59,127	82,776	1.00	1.00	74,560	1.00	76,797	3.00%	1.00	76,797	3.00%
GIS/DB Administrator	40	Non-Union	1.00	1.00	50,867	71,222	1.00	1.00	56,863	1.00	60,843	7.00%	1.00	60,843	7.00%
IT Specialist	40	Non-Union	1.00	1.00	45,371	63,519	1.00	1.00	49,734	1.00	53,215	7.00%	1.00	53,215	7.00%
IT Technical Assistant	40	Non-Union		1.00	39,893	55,851	1.00	1.00	44,423	1.00	47,533	7.00%	1.00	47,533	7.00%
Administrative Assistant I	20	SEIU			29,966	35,959							0.50	15,000	
TOTALS			3.00	4.00			4.00	4.00	225,580	4.00	238,388	5.68%	4.50	253,388	12.33%



Town Administration's Fiscal Year 2009 Budget Recommendation
Human Resources

DEPARTMENT: HUMAN RESOURCES

PROGRAM: Department Wide.

PROGRAM DESCRIPTION

The Human Resources mission is to provide internal employment support services to Town managers and their staff. To this end, Human Resources' major areas of responsibility and service are:

- 1) The Administration of Classification and Salary Plans for all Town Employees
2) Recruitment and Employment
3) Maintenance of all necessary and legally required Employment Records and Compliance oversight for all Applicable State and Federal Employment Laws
4) Collective Bargaining
5) Administration of Benefit Plans
6) Equal Opportunity Employment

- 7) Administration of Workers' Compensation
8) Consultation with Department Heads and Managers on Employment Issues
9) Management Training and Professional Development
10) Unemployment Claims Administration

FY 2008 MAJOR ACCOMPLISHMENTS – as of Nov. 7 2007

During calendar year 2007, the following accomplishments were achieved:

- 1. Human Resources continued to administer Chapter 32, Section 18
2. H.R. facilitated a special open enrollment in November
3. Assisted the Police Chief in selection of a new Captain, two Lieutenants and three Sergeants.



Town Administration's Fiscal Year 2009 Budget Recommendation
Human Resources

4. Chaired and coordinated Safety Committee meetings and assisted Town Departments with various training opportunities.

5. Continued to hold meetings to work with the Board and the Employee Insurance Advisory Committee to look at methods for holding the line on health care spending including the idea of self funding with reinsurance.

6. Continued to administer the impact of the new Federal Medicare D program. H. R. worked in conjunction with the Town consultant to ensure that our plan design continued to qualify for a Medicare reimbursement in FY 08. The projected reimbursement amount is \$160,000 vs. \$120,000 received in FY 07.

7. Due to the new Massachusetts Health Care Reform Act, administered a special open enrollment during January 2007 for those School and Town employees and retirees who had newly qualified dependents up to age twenty six. In September, we were required to send notification to all employees working 15 to 19 hours per week on a regular basis to inform them that the new law requires them to take health insurance and that they could sign up in the Town's designated plans through the State's Connector system.

8. Worked with the Town Administrator and Light Department Manager to bargain with seven unions over operational issues and a reduction in the Town's contribution to health insurance and to increase co-payments. Interacted behind the scenes with the School Committee regarding the health insurance reductions. As of this date, four of the Town unions have signed contracts and the remaining three are moving forward in a collaborative fashion. H.R. worked hand in hand with Payroll to implement raises and employee increases in the health insurance contributions.

Fiscal Year 2009 Objectives

6. Work with the Town Administrator and the Board of Selectmen on methods to contain future health insurance cost increases. Will work with the Town Consultant to project any potential savings vs. union trade offs of joining the State Group Insurance Commission.

7. Schedule ongoing meetings with the Insurance Advisory Committee to facilitate discussions between the Town and the various employee group representatives to explore methods to reduce future health insurance cost increases including a review of the GIC.

8. Work with the Town Administrator to identify management development and professional training sessions.

9. Work with the Town consultant to ensure compliance with the Medicare D subsidy reimbursement program and to review the status of our self funded health insurance and reinsurance programs.

10. Continue to work with the H.R. staff to become more familiar with the new Munis H.R. Payroll system and increase utilization. Plan to attend any new in house training opportunities. Work with the Town Administrator to determine how existing employee histories can be populated into the new system.

Performance/Workload Indicators

Table with 4 columns: Description, FY07 Actual, FY08 Estimated, FY 09. Rows include: Number of Workers Compensation Claims, Number of Unemployment Claims, Training Sessions, Number of those assisted with health insurance issues, and Number of those assisted with life insurance issues.



Town Administration's Fiscal Year 2009 Budget Recommendation
Human Resources

Table with 4 columns and 4 rows. Row 1: Number of requests for assistance or information from citizens, surrounding communities, or State agencies and organizations. Row 2: Number of vacant positions posted in-house. Row 3: Number vacant positions advertised externally. Row 4: Number of Town and School employees assisted with dental insurance questions and enrollment issues.

was based on the industry standard of 1 full time H.R. employee per 100 employees and on the fact that the Town has approximately 350 employees with H.R. also administering benefits for approximately 380 School employees and 500 retirees. We were able to increase the part time Administrative Assistant position from 20 hours to 25 hours in FY 07. We now look to increase the hours by another 2.5 hours for FY 09 based on added duties due several additional programs assumed by this office over the past few years. We also request that the full time HR Assistant hours be increased from 35 hours to 37.5 hours per week rather than add another new part time position. This will provide better efficiency of scale as both staff positions currently receive benefits.

- Over the past three fiscal years, the Human Resources Department has taken on additional duties such as: administering a Town/School dental plan; monitoring and documenting a recent Town mandate that retirees take Medicare A and B if eligible which limits the number of retirees in active employee plans; providing records and reports to the Federal CMS regarding the new Medicare D program in order to ensure the Town receives our annual reimbursement ;administering the requirements of the State's 2007 Health Care Reform Act; becoming more actively involved in collective bargaining matters; and working with the new H.R. Payroll system to automate employee records and set up new hire records for the payroll. These new duties require additional support staff time.

FY 09 LEVEL SERVICES BUDGET SUMMARY AND OTHER OPPORTUNITIES.

When the department was first created in 2001, it was determined by the Town that there should be a full time director and two administrative assistants. This staffing configuration

- The cost to increase each staff position by 2.5 hours per week would have a cost impact of approximately \$5,900 in FY 09 with no cost impact to benefits. This is our most pressing need as it will allow us to keep up with required reports and paperwork and to respond to employee issues in a timely fashion, especially in a year of increased activity with the new H.R./payroll system and health care costs a major issue. This cost is no more than many departments spend yearly on student interns.
- The new MUNIS system contains a module that will allow an internal employee website so that employees can check policies, access forms, and look at their own benefit information. In order to activate this module, the Town will need to centralize current employee history records through the H.R. department and determine how these employment records will be entered into the system. This project may require funds to hire temporary employees to enter some of this data. Cost Indeterminate.

FY 09 10% INCREASE SERVICES BUDGET SUMMARY AND OTHER OPPORTUNITIES.

In the FY 09 Level Services opportunity section above, I have listed the need to increase support staff time based on added duties and responsibilities that have continued to shape the Human Resources department since its inception six years ago. The department is still not fully staff as was planned in 2001. In the increased budget submissions for FY 09, I have included an additional 2.5 hours per week for the one full time support staff position and the one part time support position. Both of these positions received benefits and increasing the weekly hours appears to be the most cost effective way to improve the workflow at minimal costs. (The cost is approximately \$5,900 which is in the area of what some departments spend on interns.)

I have also added a \$5,000 line item for a new temporary part time (non benefit) employee for the sole purpose of gathering and entering employee histories into the new Munis system. Currently, the H.R. personnel files are incomplete as much of the data is still held in the various department files. Once gathered, information such as correct dates of hire, dates of



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Human Resources

birth, promotions, salary histories, leave of absence, seniority dates, etc can be entered into the system so that the Town will be able to utilize the data as necessary.

I have also added an additional \$8,700 for health insurance consultant services based on the past recommendation of the Health Insurance Study Committee that the Town implement changes to contribution rates and co-pays as well as switch from a premium based plan to self insured. This Committee also recommended that as these changes take place, the Town would need increased consultant services to review the financial status of the plans.

I have added funds to replace the H.R. department's copy machine, the only such machine located on the top floor of Town Hall and a basic necessary tool for the department. The current machine is a hand down from the Fire Department and is constantly requiring repair. Prior to use of this machine, Building Services allowed H.R. to use their machine when they were located on the same floor in Town Hall.

FY 09 10% DECREASE SERVICES BUDGET SUMMARY AND OTHER OPPORTUNITIES.

In response to this exercise, I have determined that a reduction in staff would make it impossible to continue to fully operate the department. Since the majority of the Human Resources operating budget (\$43,000 out of \$49,000) is a repository for Town wide use for such expenditures as health insurance consulting, job advertising, professional staff development and the Employee Assistance Program these are the areas that were reviewed in order to cut approximately \$25,000 or 10% from the budget. None of the cuts to the areas listed above are recommended but may be necessary.



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Human Resources

BUDGET DIRECTOR'S RECOMMENDATION

The department head continues to request additional hours and/or additional staff to meet the needs of the department. Since the level services budget has been a mandated request by the Board of Selectmen, this has not been included.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>HUMAN RESOURCES</u>								
Personal Services	173,263	188,302	201,704	206,350	214,026	219,939	214,026	214,026
Other Expenses	31,724	29,839	51,530	48,555	51,165	67,466	23,950	51,165
Capital Outlay	-	-	-	-	-	4,489	-	-
TOTAL HUMAN RESOURCES	204,986	218,140	253,234	254,905	265,191	291,894	237,976	265,191

DEPARTMENTAL STAFFING

POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Serv.Budget		% Change	FY09 10% Increase		% Change
			FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
Human Resources Dir.	40	Mgmt	1.00	1.00	72,834	101,999	1.00	1.00	101,368	1.00	104,409	3.00%	1.00	104,409	3.00%
Human Resources Asst.	35	Non	1.00	1.00	37,314	52,240	1.00	1.00	43,257	1.00	46,100	6.57%	1.00	49,393	14.18%
Administrative Assistant	25	Non	0.71	0.71	32,362	38,834	0.71	0.71	25,085	0.71	26,203	4.46%	0.78	28,823	14.90%
Part Time Admin Clerical	5	Clerical									Add .2 wks +			5,000	
TOTALS			2.71	2.71			2.71	2.71	169,710	2.71	176,712	4.13%	2.78	187,625	10.56%



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Finance & Accounting

DEPARTMENT: Finance and Accounting

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

The Town Accountant office is established under MGL Chapters 40, 41, and 44. The office is statutorily charged with reviewing and paying all the bills, approving weekly payrolls, and keeping the books and contracts for the town. We also provide internal audit controls for payroll, cash receipts and receivables in various departments. In addition, we fall under federal regulations (communities receiving over \$100,000 in federal money annually) to have an outside audit on an annual basis which includes the "Single Audit" of federal grants. Communities that go to the bond market to finance large issues are required to maintain their books and present their financial statements under the Governmental Accounting Standards Board regulations (GASB). These standards changed dramatically in FY05 with the requirement to have a fixed asset listing, recognize changes on a yearly basis, and to change the format of our statements to reflect these new requirements. The Commonwealth of Massachusetts requires annual reporting of all accounts, appropriations, grants, gifts, and trust funds. The Town Accountant has been charged with the duties of Chief Procurement Officer under Chapter 30B, keeping copies of all town contracts and signing contracts as to the availability of funds under Chapter 149 contracts. The Town Accountant acts as liaison to the Warrant Committee and the Capital Budget Committee. This office coordinates the preparation, printing and distribution of the working budgets to the Warrant Committee members and the Selectmen.

Outside Audit

The Town has contracted with Powers and Sullivan to perform an audit of our financial statements for fiscal years ending June 30, 2005 through 2007. Traditionally the audit firm prepared the statements and the notes accompanying the statements. Because of changes in audit requirements, the outside audit firm now cannot actually prepare and audit the same information. By preparing statements in house we have a better knowledge of what is included in each and every figure presented. Again, this year we are facing new audit requirements because of changes in standards. Under SAS 112, all audited entities are now evaluated on their knowledge of the work being done. Deficiencies must be included in the report by the outside auditors. We are also being asked to prepare written policies for the Town that will encompass such things as fraud, investment practices, budgeting, disaster recovery, etc. This is a work in process.

Budget

This department along with the Town Administrator and Assistant Town Administrator works to prepare a whole budget document for the Town. Preparation includes revenue estimates and guidelines for the departments. The Administrator incorporates the Town overall goals into the budget division. As funds decrease the decisions on budget cutting is also incorporated. These offices meet with administrators in each department to review the submission and glean insight into the departmental goals for the coming year. These interviews also bring out potential problems and issues that may need to be addressed. This office will be expected to do this budget coordination again for the FY09 budget. We have been asked to include a review of capital project requests to the Capital Budget Committee to be sure that the spirit & intent of the CBC is carried out (no computers, no maintenance items, no combining some items to reach the dollar limit, etc.)

Accounts Payable and Procurement Oversight

- All bills over \$1000 require a purchase requisition and purchase orders. Purchase orders are prepared and disbursed by this office.
- Public procurement laws for goods & services and public construction are very specific and if not followed put the Town into a liability situation. This office calls for contracts to be on file for all purchases over \$5,000 and checks to be sure that the bidding laws have been followed.
- Bills are paid weekly by this office for Town, School and Light departments. Each bill is looked at to be sure that proper backup is provided, the goods are received, the correct amount has been entered, and that the amounts are not excessive.

Internal Control – Auditing

- Cross referencing and checking health insurance policies with employees/retirees and their withholdings
- Checking weekly payrolls to be sure that hours are entered and paid correctly
- Beginning in the fall of FY06, the Assistant Town Accountant duties were expanded to include increased audit responsibilities for all functions. This is expected to increase our assurances on the accuracy of records and the safeguarding of assets.



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Finance & Accounting

2007/8 MAJOR ACCOMPLISHMENTS

Outside Audit

1. FY07 Audit was completed in October of 2007; statements will be issued in December of 2007.
2. Management comments from prior years have been addressed in most instances.

Budget

1. Worked on budget projections for the Warrant Committee
2. Warrant Committee receives timely reports on budget to actual

Accounts Payable

1. Bills are paid weekly nearly eliminating all calls for late payments
2. Accounts Payable clerk hired four years ago is very accurate and has been able to catch any bill/payment problems before they become issues.

Business software

1. Tyler Technology (MUNIS) was chosen as our new software vendor last year.
2. We spent the last year creating a new chart of accounts, training, and implementing this new system.
3. We had a mid year conversion (1/1/07) which caused some consternation but we were able to prove out all the accounts and provide information as needed.

FISCAL YEAR 2008/9 OBJECTIVES

Outside Audit

1. Continue to prepare internally GASB compliant statements to meet new audit standards and to save money

Performance/Workload Indicators

Description	FY07 Actual	FY08 Actual	FY09 Projected
Final Audit Date	12/07	12/08	12/09
# of Bills Processed (complaints decreased to an average of one a month from vendors)	19,000	19,000	21,000
Average Period of Days Between Bills Submission by Department and Payment	4 days	4 days	4 days

2. Continue to train other people in this office to help with this process

Internal auditing

1. Internal control is not auditing the financial statements but the many points of cash collections throughout the Town: School, Health, Inspectional Services, Town Clerk, etc.
2. Internal control is also checking the billing systems to audit the methods and recording of the many receivables due the town (parking, meter fee collections, ambulance billings, etc)
3. Identifying weaknesses in cash handling and internal processes that can be strengthened.
4. It is not the identification of cash loss so much as the future prevention that is important.

Business Software

1. Convert fixed asset program to new software
2. Ongoing training of personnel to have them comfortable with new system.
3. Attend user group meetings to attain a higher level of understanding and use of system
4. Audit the new software to be sure that the system is working correctly.

Other

1. Contract for the Other Post Employment Benefit (GASB 43/45) Actuarial study for the second time. Prepare data for evaluation.
2. More timely revenue reporting to the Town Administrator

Procurement

1. Obtain additional training for Accountant & staff in procurement laws
2. Hold informational meetings with departments (whether by this office or Town Counsel) to train our staff in Chapter 30B issues and the new construction laws.

FY2009 Budget with 10% Increase

If funds were available for a 10% increase I would propose an additional full time position. At the same time we would delete the intern position, and cut the additional funds from the Town Accountant position since part of the existing work would be shifted. This position would be a budget analyst and would work during the budget year on Warrant Committee needs, budget preparation, and liaison with departments for budget questions. During the "off season" if there is such a thing anymore, the position would handle some of the same work that the intern position now handles: fixed asset schedules, backup for the accounts payable part time employee, and help with preparing year end reports.

FY2009 Budget with 10% Decrease



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Finance & Accounting

More difficult would be a decrease of 10% to the Accounting office budget. Understanding that a cut must be "real" and not a shift to another department or a decision that could cause harm to our bond rating or status, the only option would be to have communities band together. A truly combined community would mean that Arlington/Lexington/Watertown or Cambridge would incorporate Belmont into their boundaries. We would become a section of their community, and combine administrative functions thereby realizing real savings.



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Finance & Accounting

BUDGET RECOMMENDATION

This budget includes an increase for audit fees in FY09. Services remain level. This department also requested additional staffing.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>FINANCE & ACCOUNTING</u>								
Personal Services	195,045	206,252	232,325	237,064	242,558	261,352	242,558	242,558
Other Expenses	82,358	78,042	88,510	88,750	78,850	79,150	72,450	78,850
Capital Outlay	-	1,300	-	-	-	-	-	-
TOTAL FINANCE & ACCOUNTING	277,403	285,594	320,835	325,814	321,408	340,502	315,008	321,408
<u>RESERVE FUND</u>								
TOTAL RESERVE FUND	-	-	400,000	400,000	400,000	400,000	400,000	400,000

DEPARTMENT STAFFING SUMMARY

POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
			FY07	FY08	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-09 Level	FTE FUNDED	AMOUNT	FY08-09 Level
Town Accountant	40	Mgmt	1.00	1.00	72,834	101,999	1.00	1.00	102,249	1.00	105,316	3.00%	1.00	85,000	16.87%
Asst Town Acct/Internal Auditor	40	Non	1.00	1.00	53,624	75,073	1.00	1.00	60,485	1.00	63,912	5.67%	1.00	63,912	5.67%
Budget Analyst/Accountant	35	Non			45,000	53,000	0.00			0.00			1.00	45,000	
Accounts Payable	21	Non	0.52	0.52			0.52	0.52	21,084	0.52	22,099	4.82%	0.52	22,099	4.82%
Intern	15/varies	Non	0.30	0.30		13/hr	0.30	0.30	13,000	0.30	13,390	3.00%			
TOTALS			2.82	2.82			2.82	2.82	196,818	2.82	204,718	4.01%	3.52	216,012	9.75%



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Assessors

DEPARTMENT: ASSESSORS

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

The Assessor is required by Massachusetts General Law to list and value all real and personal property on an "ad valorem" basis or "according to value"; in Massachusetts, values are based on "full and fair cash value" or 100 percent of the fair market value. There are approximately 8000 parcels in the Town of Belmont to be appraised and assessed.

Taxpayers have a 30-day window period to appeal assessments, in which the staff are responsible to hand out or mail abatement applications, answer various questions on abatement procedures or other assessment information, prepare applications for the Board of Assessors to review, process abatements and denials, etc.

Eligible taxpayers have approximately 90 days to file for various exemptions, in which there are at least a few qualifications. The staff is responsible to hand out or mail these applications, answer various questions on exemption procedures and qualifications, prepare applications for the Board of Assessors to review, process exemptions or denials, etc.

Ownership information is updated from information received from the Registry of Deeds. Clarification of ownership may take place with our title researcher if problems arise.

Motor Vehicle Excise data files are received, maintained and processed with the Assessors' Office. The office answers various questions on motor vehicle excise in person or through telephone calls.

2008 MAJOR ACCOMPLISHMENTS

1. The office updated the tax abatement manual which is primarily given to the taxpayer at the same time as an abatement application. The manual explains the abatement process, from the process of valuation to the right of appeal. This manual is updated annually.
2. Received DOR approval of FY08 Recap Sheets and Tax Rate.
3. Mailed out tax bills timely to avoid any borrowing costs.
4. Inspected approximately 1,350 properties for FY2008.
5. Transferred the new assessment database (FY2008) onto the Town's website.
6. The office successfully prepared sales data for the interim analysis of values, including the use of the new GIS program available to the Town departments. This enables the Board more detailed and expeditious reports of values, including reports by class, by neighborhood, by street, by traffic factor, etc.
7. The Board completed the RFP and specification process for the office's CAMA.

8. The office completed the updating of their pages of the Town's website, including attending monthly discussion and training sessions.
9. The office initiated the mailing of Forms of Lists forms to all businesses situated in the Town, including monitoring in order to insure timely and accurate filing. This procedure will be completed on an annual basis.
10. The Assessing Administrator continued visiting homes that sold in calendar year 2007, verifying each sale date, amount and validity in person.
11. Worked with the Town's GIS Administrator diligently to get the Town's GIS program working, including reviewing and researching our assessing database for completeness and correctness for accessibility by all users and departments.

FISCAL YEAR 2009 OBJECTIVES

1. The Home Rule Petition which allows the town to send out actual bills during the second quarter of the fiscal year, will be delayed until FY2009, by requests from auditing department. The Board, and the Assessing Administrator, are monitoring the adoption of the new system to be sure that it is implemented seamlessly in FY09.
2. The office will be updating the personal property appraising system and the forms of lists procedures in order to insure timely and accurate filing by businesses situated in Belmont. This procedure will be completed on an annual basis.
3. Continue the review and reporting of sales data being used for the generation of real estate values in Belmont. The Assessing Administrator will be visiting homes that have transferred during Calendar 2008, and verifying each sale date, amount and validity in person.
4. Finalize the interim value review and updates for FY09 by June 1, 2007, to facilitate sending out actual tax bills in September of 2008.

Performance/Workload Indicators

Description	FY07 Actual	FY08 Estimate	FY09 Projected
CYCLICAL INSPECTION PROGRAM AND BUILDING PERMIT PROGRAM			
Number of 1 to 3 family homes inspected	1,367	1,000	1,000



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Assessors

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Number of annual permit reviews – new construction, including review of building plans	300	328	300
Number of annual permit reviews – renovation	768	734	765
Cost per residential inspection	\$40	\$40	\$45
SALE AND MARKET DATA COLLECTION – REAL ESTATE			
Number of deeds processed	545	600	600
Number of sales questionnaires sent to new owners – valid sales only	260	300	300
Number of Income and Expense statements submitted – commercial properties only	100%	100%	100%
Number of dwellings converted to condos → number of new units	34 → 110	36 → 78	18 → 40
DATA COLLECTION – PERSONAL PROPERTY			
Number of existing accounts inspected	490	200	200
Number of new accounts listed/inspected	20	25	25
ABATEMENTS AND EXEMPTIONS			
Number of residential applications submitted	220	230	230

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Number of commercial applications submitted	13	8	5
Number of personal property applications submitted	6	5	5
Number of motor vehicle excise applications submitted	546	550	550
Number of statutory exemption applications approved	217	210	210

LEVEL-FUNDED BUDGET SUMMARY

REVENUE ISSUES

Fees

Description	FY07 Actual	FY08 Budget	FY08 Projected	FY09 Projected
Property Record Cards, Printed Reports and Data Files	\$300	\$300	\$300	\$300

FY09 NEEDS BUDGET SUMMARY AND OTHER OPPORTUNITIES

- To continue to send all personal property accounts and businesses forms of list procedures, including the return of such forms in a timely manner in order that the list of businesses is up to date.
- To continue the appraisal of real estate and all personal property on an annual basis.
- To continue reviewing and updating assessing data for use as the primary database for use by GIS.



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Assessors

BUDGET SUMMARY

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>ASSESSORS SERVICES</u>								
Personal Services	232,721	246,151	265,936	274,950	278,825	278,825	278,825	278,825
Other Expenses	89,291	87,990	92,325	93,450	107,500	128,100	56,300	107,500
TOTAL ASSESSORS SERVICES	322,012	334,141	358,261	368,400	386,325	406,925	335,125	386,325

DEPARTMENTAL STAFFING SUMMARY

POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
			FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08- FY09 Level	FTE FUNDED	AMOUNT	FY08- FY09 Level
Assessing Administrator	40	Mgmt	1.00	1.00			1.00	1.00	86,396	1.00	88,988	3.00%	1.00	88,988	3.00%
Assist Assess Admin	40	SEIU	1.00	1.00	53,360	64,031	1.00	1.00	64,278	1.00	66,783	3.90%	1.00	66,783	3.90%
Assmnt Technician	40	SEIU	1.00	1.00	36,985	44,382	1.00	1.00	44,553	1.00	46,289	3.90%	1.00	46,289	3.90%
Clerk	15	non-union	0.38	0.38			0.38	0.38	14,755	0.38	15,200	3.02%	0.38	15,200	3.02%
3 Members		Elected							7,650		7,650	0.00%		7,650	0.00%
\$252.50 x 12 months															
TOTALS			3.38	3.38			3.38	3.38	217,632	3.38	224,910	3.34%	3.38	224,910	3.34%



DEPARTMENT: TREASURER, COLLECTOR & PARKING CLERK

PROGRAM: Treasury Management, Collection and Parking Clerk

PROGRAM DESCRIPTION

Treasury Management

- Manages investment cash flows
- Borrows for Debt exclusion and other capital projects
- Invests the Town's, Water and Municipal Light Department's funds
- Manages Capital Endowment Fund and Trust Funds
- Manages scholarship funds and works with the Belmont High School Guidance Department for disbursement
- Administers voluntary "check-off" funds and Town scholarship program with Education Scholarship Committee
- Administers payroll for all School and Town Employees along with monthly retirement payroll. Includes, direct deposit, stop payments, replacement checks monthly reconciliations and W-2's
- Manages Deferred Compensation Plans 403B School and 457 Town.
- Manages vendor payments
- Manages delinquent property tax accounts, excise accounts, parking, and ambulance billings
- Reports weekly revenues on a cash sheet to Town Accountant's department
- Prepares quarterly reports for the IRS, the State and other agencies
- Prepares for the annual audit and works with auditors

Tax Collection

- Manages real estate tax , personal property tax and excise tax collection process
- Processes, record, and reconcile cash from all Town Departments
- Updates daily utility payments for Light and Water Departments

- Produces Municipal Lien Certificate request by lawyers or homeowners

Parking Clerk

- Processes parking violations and payments
- Reconciles monthly with Town's accountant general ledger
- Town Treasurer, as Parking Clerk, adjudicates contested violations
- Responds to walk-in and telephone inquiries
- Reconcile receivable balances with Accounting Department

Committee Assignments

- Capital Endowment Committee
- Education Scholarship Committee
- Permanent Audit Committee
- Town Credit Unit
- AdHoc Parking Committee
- Cemetery Financial Planning Committee

2007 MAJOR ACCOMPLISHMENTS

Treasurer, Collector and Parking

- Implemented Munis Payroll and Tax Property System
- Abandoned Property:
 - Researched and cleared all outstanding checks between 1999-2004
 - Wrote and implemented annual procedures
- Highland Meadow Cemetery Project debt paid off.
- 1996 Chenery School audit completed and approved by Massachusetts School Board Authority
- Reconciled receivables monthly within the Department and with the Town Accountant
- All prior year audit issues involving Treasurer's Department were fixed



Town Administration's Fiscal Year 2009 Budget Recommendation
Treasurer

- Restructured capital endowment portfolio
- Reaffirmed AAA Bond rating
- Successful debt offering:
 - Long Term: 6-20-07 \$3,365,000

FISCAL YEAR 2008/2009 OBJECTIVES

Treasurer, Collector and Parking Clerk

- Continue to reduce amount of outstanding delinquent taxes
- Continue to reduce outstanding Ambulance receivables (2004-current)
- Implement 403B School Deferred Compensation IRS changes by 1-1-09
- Vital records clean-up in old Belmont Municipal Light Building cellar
- Write Investment Policy
- Write Debt Services Policy
- Write Disaster Recovery Policy

Performance/Workload Indicators

Description PERFORMANCE	FY07 Actual	FY08 Estimate	FY09 Projected
Time required to complete monthly Treasurer/Accountant cash reconciliation	60 days	60 days	60 days
Tax collection rate	99.2%	99.2%	99.2%
Bond Rating	AAA	AAA	AAA
WORKLOAD			
# Real Estate & Personal Property bills processed	34,076	34,100	34,100

Description PERFORMANCE	FY07 Actual	FY08 Estimate	FY09 Projected
# Excise Tax bills processed	21,751	21,800	21,800
# Excise Tax Demands	3,470	3,470	3,470
#New parking tickets processed	13,205	13,200	13,200
#Municipal Lien Certificate (MLC) processed	691	691	691
# of Direct payments from customers. Only checks are sent and we need to look at each payment and print a bill: water, light, real estate, personal property and excise tax.	2,800	2,800	2,800
# Payroll checks and direct deposit issued	29,500	29,500	29,500
# W-2's issued	1,350	1,350	1,350
# Vendor checks issued	12,000	12,000	12,000
# Electric bills issued	129,420	129,420	129,420
# Water bills issued	31,200	31,200	31,200
\$ parking coin rolled	\$55,000	\$55,000	\$55,000

LEVEL SERVICES BUDGET SUMMARY



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Treasurer

Treasurer & Collector

- Personal Services +19,456
 - Elected Official Increase \$ 6,224
 - Step Increases 12,782
 - Longevity Increase 450
- Other Expenses + \$3,635
 - Bank Service Charges \$ 2,910
 - Computer Supplies 725

FY09 +10% BUDGET SUMMARY

Treasurer/Collector/Parking

I am proposing to utilize the part time employee position for Vital Records cleanup in the old Belmont Municipal Light Building

FY09 -10% BUDGET SUMMARY

Reduction of the Cashier's position will impact customer service, aging of ambulance billing receivables and reconciling bank accounts.

CASH FLOW MANAGEMENT

Investment Income is projected to decrease in FY08 by \$164,507 and FY09 by another \$200,000. The average short term interest rates in FY08 will be 4.50% and

the FY09 will be 4%. This is a significant change from the FY07 average short-term rate of 5.35%.

Description	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Estimate	FY09 Projected
Interest on Investments	\$565,327	\$995,000	\$1,364,507	\$1,200,000	\$1,000,000
Municipal Lien Certificate	\$19,620	\$18,000	\$17,335	\$17,335	\$17,500
Parking Fines	\$186,245	\$229,147	\$204,148	\$220,000	\$230,000
Delinquent Taxes Collected	\$170,594	\$566,475	\$195,485	\$110,000	\$100,000
Delinquent Interest Collected	\$149,524	\$420,602	\$190,029	\$110,000	\$100,000
Ambulance Receipts	\$253,963	\$326,034	\$267,219	\$280,000	\$280,000
Excise Taxes	\$2,507,652	\$2,877,590	\$2,573,982	\$2,600,000	\$2,600,000



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Treasurer

BUDGET DIRECTOR'S BUDGET SUMMARY

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>TREASURY MANAGEMENT-COLLECTION</u>								
Personal Services	406,098	425,030	447,598	465,156	481,661	521,960	481,661	481,661
Other Expenses	75,218	73,530	90,876	90,876	94,511	94,511	94,511	94,511
Capital Outlay	-	1,200	-	-	-	-	-	-
TOTAL TREASURER & COLLECTION	481,315	499,760	538,474	556,032	576,172	616,471	576,172	576,172
<u>PARKING CLERK</u>								
Personal Services	3,013	3,008	3,014	3,014	3,015	3,015	3,015	3,015
Other Expenses	36,912	29,507	40,000	40,000	40,000	40,000	40,000	40,000
TOTAL PARKING CLERK	39,925	32,515	43,014	43,014	43,015	43,015	43,015	43,015



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Treasurer

DEPARTMENT STAFFING SUMMARY

POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
			FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-09 Level	FTE FUNDED	AMOUNT	FY08-09 Level
Treasurer/Collector	40	Elected	1.00	1.00	67,354	94,295	1.00	1.00	77,803	1.00	84,027	8.00%	1.00	84,027	8.00%
Asst. Treasurer&Tax Collector	40	SEIU	1.00	1.00	53,565	64,278	1.00	1.00	64,278	1.00	66,782	3.90%	1.00	66,782	3.90%
Adm Assistant II-Real Estate Excise	40	SEIU	1.00	1.00	34,379	41,255	1.00	1.00	43,344	1.00	45,033	3.90%	1.00	45,033	3.90%
Payroll Technical	40	SEIU	1.00	1.00	39,697	47,819	1.00	1.00	47,819	1.00	49,683	3.90%	1.00	49,683	3.90%
Administrative Assistant I	40	SEIU	1.00	1.00	37,127	44,552	1.00	1.00	44,552	1.00	46,288	3.90%	1.00	46,288	3.90%
Adm Assit II Excise/Real Estate/Parking	40	SEIU	1.00	1.00	34,379	41,255	1.00	1.00	37,957	1.00	39,436	3.90%	1.00	39,436	3.90%
Clerk II Cashier/Excise/Parking	40	SEIU	1.00	1.00	31,631	37,957	1.00	1.00	34,024	1.00	36,662	7.76%	1.00	36,662	7.75%
Clerk II AP/Backup Cashier	30	SEIU	0.75	0.75	27,783	28,577	0.75	0.75	30,600	1.00	31,793	3.90%	1.00	31,793	3.90%
Part Time	10	non union	0.75	0.75			0.50	0.50	12,725	0.50	13,644	7.22%	1.00	13,644	7.22%
Stipend									3,000		3,000	0.00%		3,300	10.00%
TOTALS			8.50	8.50			8.25	8.25	396,102	8.50	416,348	5.11%	9.00	416,648	5.19%



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Treasurer

PROGRAM: Debt and Interest

PROGRAM DESCRIPTION:

This is the program in which principal and interest payments on the Town's short and long-term debt are budgeted. The Town treasurer manages this program.

BUDGET DIRECTOR'S BUDGET SUMMARY

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
DEBT & INTEREST								
CHENERY MIDDLE SCHOOL PRIN 1/96	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000
LIGHT DEPT. BUILDING FACILITY	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
SEPTIC LOAN MWPAT	3,170	3,170	3,170	3,170	3,170	3,170	3,170	3,170
TOWN GO 9/00	170,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
TOWN HALL ANNEX	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
FIRE STATIONS 6/04	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
FIRE STATIONS 6/06		105,000	105,000	105,000	105,000	105,000	105,000	105,000
CONCORD AVE LAND 6/06		45,000	45,000	45,000	45,000	45,000	45,000	45,000
COMM TOWER 6/06	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
SCHOOL ATHLETIC FIELDS	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
SKATING RINK 6/06		40,000	40,000	40,000	35,000	35,000	35,000	35,000
BUSINESS SOFTWARE		-	165,000	165,000	160,000	160,000	160,000	160,000
SENIOR CENTER 6/06			285,000	285,000	250,000	250,000	250,000	250,000
LIGHT DEPT BUS SOFTWRE		-	60,000	60,000	60,000	60,000	60,000	60,000
HIGH SCHOOL HVAC UNITS			100,000	100,000	100,000	100,000	100,000	100,000
TOTAL PRINCIPAL	2,798,170	3,018,170	3,628,170	3,628,170	3,583,170	3,583,170	3,583,170	3,583,170



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Treasurer

INTEREST ON DEBT

CHENERY MIDDLE SCHOOL INT	555,923	498,698	438,748	438,748	385,610	385,610	385,610	385,610
LIGHT DEPT. BUILDING FAC	40,700	31,800	22,800	22,800	13,750	13,750	13,750	13,750
TOWN GO INTEREST	49,340	41,100	32,100	32,100	23,050	23,050	23,050	23,050
TOWN HALL ANNEX INT	413,610	395,610	377,610	377,610	358,860	358,860	358,860	358,860
FIRE STATIONS INTEREST 6/04	391,750	376,750	361,750	361,750	345,500	345,500	345,500	345,500
FIRE STATIONS INTEREST 6/06		86,825	80,525	80,525	74,750	74,750	74,750	74,750
CONCORD AVE LAND INT 6/06		33,490	30,790	30,790	28,315	28,315	28,315	28,315
COMM TOWER INT 6/06	3,938	3,488	3,038	3,038	2,550	2,550	2,550	2,550
SCHOOL ATHLETIC FIELDS INT	56,100	49,500	42,900	42,900	36,025	36,025	36,025	36,025
SKATING RINK INT 6/06		8,975	6,575	6,575	4,375	4,375	4,375	4,375
CEMETERY TEMP INTEREST		-	25,000	-	-	-	-	-
BUSINESS SOFTWARE INT 6/06		-	32,000	32,000	24,000	24,000	24,000	24,000
SENIOR CENTER INT 6/06		-	285,000	285,000	250,000	250,000	250,000	250,000
LIGHT DEPT BUS SOFTWARE		-	12,000	12,000	9,000	9,000	9,000	9,000
HIGH SCHOOL HVAC UNITS			50,000	50,000	50,000	50,000	50,000	50,000
TAX ABATE INTEREST	370	37	2,500	2,500	2,500	2,500	2,500	2,500
INT ON TEMP BORR - DEBT EXCL		63,750	-	-	25,000	25,000	25,000	25,000
INTEREST ON TEMP BORR	18,769	42,500	-	-	-	-	-	-
TOTAL INTEREST ON DEBT	1,530,499	1,632,522	1,803,336	1,778,336	1,633,285	1,633,285	1,633,285	1,633,285
TOTAL DEBT & INTEREST	4,328,669	4,650,692	5,431,506	5,406,506	5,216,455	5,216,455	5,216,455	5,216,455



Town Administration's Fiscal Year 2009 Budget Recommendation Reserve Fund

DEPARTMENT: Reserve Fund

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

The Reserve Fund is established under Massachusetts General Laws, Chapter 40, Section 6 which states that the purpose is to provide a fund for municipalities to utilize for extraordinary or unforeseen expenditures. The Town has traditionally appropriated \$400,000 annually. The Warrant Committee controls the transfer of these funds.

HISTORIAL RESERVE FUND TRANSFERS

Since the purpose of the fund is for extraordinary or unforeseen budget issues, it is unclear before the year begins how the funds will be spent. From an historical perspective, it is sometimes helpful to see how the funds have been transferred out in past years. The following lists by year, the most recent use of the fund:

Fiscal Year 2007

Reserve Fund Total
Annual Appropriation \$400,000

Authorized Transfers

Table listing authorized transfers for FY 2007: Fire Department - replace vehicle (29,900), Public Works - Microburst storm 7/06 (64,868), Council on Aging - Taxes on Leased Building (40,893), Planning - Professional Services - McLean (5,000), Fire Department - Defibrillator Replacement (12,600), High School Entrance Repair (165,000), Town Hall Handicapped Parking Drainage (25,000), Total Authorized Transfers (\$343,261)

Fiscal Year 2006

Reserve Fund Total
Annual Appropriation \$400,000

Authorized Transfers

Table listing authorized transfers for FY 2006: Public Works - Skating rink-handicapped ramp (24,000), Building Dept.-Fuel, telephone and maintenance (21,350), Town Clerk-Special Election cost (14,888), Fire Dept.-Fire truck (1/2 in FY07 capital budget) (138,000), Selectmen-Police Chief Assessment Center (17,900)

Total Authorized Transfers \$216,137

Fiscal Year 2005

Reserve Fund Total
Annual Appropriation \$400,000
Transfer from Health Insurance at STM 250,000
Total \$650,000

Authorized Transfers

Table listing authorized transfers for FY 2005: Health Dept - Skin Cancer Grant reinstatement (1,000), Treasurer - software for special quarterly billing (13,768), Human Resources - Advertising (8,000), Council on Aging - part time salaries (910), Planning - Consulting (Woodfall Road) (23,500), Building Dept - fuel & bldg repairs (47,500), Snow & Ice (393,093), Cemetery - postage correction (3,520), Fire - Miscellaneous line items (16,000), Total Authorized Transfers (507,291)

Fiscal Year 2004

Reserve Fund Total
Annual Appropriation \$514,000

Authorized Transfers

Table listing authorized transfers for FY 2004: Minuteman Regional School (\$114,000), Council on Aging - full-time salaries (\$7,056), Community Development - professional services (\$5,000), Buildings and Facilities - maintenance costs (\$16,000), Legal settlements (\$150,000), School unemployment (\$11,926), Accounting - professional services (GASB34) (\$20,160), Total Authorized Transfers (\$319,642)



Town Administration's Fiscal Year 2009 Budget Recommendation Retirement

DEPARTMENT: Retirement

PROGRAM: Department-Wide PROGRAM DESCRIPTION

There are two components of the Retirement budget. The first and by far the largest is the assessment for the Belmont Retirement System. The second component is for the Non-Contributory Retirement portion of the Retirement budget, which pertains to retirees that worked for the Town prior to 1937 and had Veteran's status. The apportioned pension continues for surviving spouses. There is one surviving spouse on this payroll.

The Belmont Retirement System is an autonomous multiple employer retirement system established under Chapter 32 of the MGL and is a member of the Massachusetts Contributory Retirement System. The System provides pension benefits for participating employees of the Town of Belmont and the Belmont Housing Authority.

The System is a contributory defined benefit plan covering all permanent full time employees working more than 20 hours per week immediately upon commencement of employment. Those employees who serve in the Town's School Department in a teaching capacity are members of the Commonwealth of Massachusetts Teachers Retirement System and do not participate in the System. The Teachers Retirement System cost is borne entirely by the state. School Professional Aides, Secretaries and Custodians become members of the Town of Belmont Retirement System.

The Belmont Retirement System membership consists of:

Active Members	446
Inactive Members	73
Disabled Members	43
Retirees & Beneficiaries	<u>342</u>
	904

The System provides for retirement allowance benefits up to a maximum of 80% of the member's highest three year average annual rate of regular compensation. Benefit payments are based upon a member's age, length of creditable service, level of compensation and group classification.

Members joining the System after January 1, 1979 are subject to a cap of \$30,000 on the level of compensation upon which their benefit is calculated. This cap was removed effective July 1, 1991. Employees hired after January 1, 1979 must pay an additional 2% on all earnings over \$30,000. The average annual payment for Belmont Retirement System pensioners is \$19,742. Cost of Living increases are capped at \$360 annually or 3% of the first \$12,000 annual retirement allowance. Some members receive less.

Members become vested after ten years of creditable service. A retirement allowance may be received upon reaching the age of 65 or upon attaining 20 years of service. The System provides for early retirement at age 55 if the participant (1) has a record of ten years of creditable service, (2) voluntarily left Town employment on or after January 1, 1978, and (3) left accumulated annuity deductions in the fund.

Elected members who fail to win reelection bids, have completed at least six years of creditable service, who are age 55 or over and remain members of the system may be eligible for a termination retirement allowance.

Also, members in service before January 1, 1978, who are age 55 or over, and remain members of the system are eligible to receive a superannuation retirement allowance regardless of how many years of creditable service he/she has completed.

Active members contribute between 5% and 11% of the gross regular compensation depending on the employee's membership date.

A retirement allowance has two parts: an annuity and a pension. A member's accumulated total deductions and a portion of the interest they generate constitute the annuity. The difference between the total retirement benefit and the annuity is the pension.

The pension portion of any retirement benefit is paid from the pension fund of the system. Employers must annually appropriate and contribute current year pension payments as determined by the Public Employee Retirement Administration Commission's (PERAC) Actuary.

Members who become permanently and totally disabled for further duty may be eligible to receive a disability retirement allowance. The amount of benefits to be received in such cases is dependent upon several factors, including whether or not the disability is work related, the member's age, years of creditable service, level of compensation, Veteran's status and group classification.

Survivor benefits are extended to eligible beneficiaries of members whose death occurs prior to or following retirement.

2007/8 Major Accomplishments:

The Retirement Board met with the Board of Selectmen and Warrant Committee to find ways to decrease the unfunded liability.

Town Meeting approved the Home Rule Legislation OPEB GASB 45. This legislation allows the Town to set up an account to start to fund the Health Insurance unfunded liability. The Town has appropriated \$500,000 to start. The Retirement Board will manage the investment of these funds.



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Retirement

The Retirement Board invested in another Pension Reserves Investment Management Board (PRIM) Alternative Investment.

FISCAL YEAR 2008/2009 OBJECTIVES

1. The Retirement Board will continue to make the best investment decision's possible using professional investment and management advisors. This involves increasing the value of the portfolio at the same time that we work to mitigate the risk.

2. Counsel active employees as needed to provide information about available retirement options and the value of their pension. Education to all interested members, and participate in the Town's benefit fair. Present a Retirement Seminar to all Town employees.

The following totals include the entire amount of the Retirement assessments to the Town, Belmont Housing Authority, Water Enterprise, Sewer Enterprise, and Belmont Municipal Light Department. Only the portion pertaining to "Town" (General Fund) is shown below.

FY 2008 Appropriation	FY 2009 Appropriation
\$3,908,600.00	\$4,088,459.00



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Retirement

BUDGET DIRECTOR'S BUDGET SUMMARY

The payments to the Belmont Contributory Retirement system are an assessment that has been ascertained by the PERAC actuary based on the Town's unfunded pension liability from prior years as well as the "normal" cost for employees' current year of service. Up until the early 1990s, the Belmont retirement system, like all the other Massachusetts retirement systems, was funded on a "pay as you go" basis. The system now works with professional actuaries to develop a schedule to pay off the Town's unfunded liability which has accrued over the fifty years that the system was run on the old "pay as you go" funding basis.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>RETIREMENT</u>								
Contributory Retirement	3,245,486	3,475,316	3,908,600	3,908,600	4,088,459	4,088,459	4,088,459	4,088,459
Non-Contributory Retirement	36,716	18,046	20,185	20,185	20,400	20,400	20,400	20,400
TOTAL RETIREMENT	3,282,202	3,493,362	3,928,785	3,928,785	4,108,859	4,108,859	4,108,859	4,108,859



Town Administration's Fiscal Year 2009 Budget Recommendation
Insurance

DEPARTMENT: Insurance

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

The insurance program serves as the repository for reserve funds set aside for a variety of Town employee and retiree benefits (e.g., unemployment compensation, Medicare, salary reserve, life and health insurance, etc.) and auto, property, workers compensation and professional liability insurance costs.

BUDGET DIRECTOR'S BUDGET SUMMARY

Health insurance premiums leveled out or gone down due to a combination of labor negotiations where employees and retirees are picking up a larger percentage of their health premiums, expected changes in plan design, and a health insurance trust fund. We are anticipating a 7% rate increase on July 1, 2008 that has been factored into these figures. The budget also assumes up to a 10% increase in auto, property, and liability insurance premiums. The school department takes on the full responsibility of budgeting for their employees' and retirees' health, Medicare match, workers compensation and unemployment costs.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>INSURANCE</u>								
Workers Comp	-	126	10,000	10,000	10,000	10,000	10,000	10,000
Unemployment	15,657	21,101	20,000	25,000	25,000	25,000	25,000	25,000
Retiree Health Insurance	1,473,210	1,536,618	1,590,000	1,500,000	1,545,229	1,545,229	1,545,229	1,545,229
Salary & Benefit Reserve	-	-	492,000	100,000	100,000	100,000	100,000	100,000
Life Insurance	14,290	16,094	12,000	12,000	13,500	13,500	13,500	13,500
Medicare 1.45%	4,503	24,153	40,000		20,000	20,000	20,000	20,000
Total Personal Services	1,507,660	1,598,091	2,164,000	1,647,000	1,713,729	1,713,729	1,713,729	1,713,729
AUTO, FIRE, LIABILITY INS.	270,112	273,580	291,500	269,993	294,000	294,000	294,000	294,000
TOTAL INSURANCE	1,777,771	1,871,671	2,455,500	1,916,993	2,007,729	2,007,729	2,007,729	2,007,729



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Police Department

DEPARTMENT:

Police

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

The Belmont Police Department is comprised of seven different Divisions. Administration, Patrol Services, Detectives, Traffic, Community Services/DARE, Records and JPSC make up the Belmont Police Department. It is through these seven programs that we provide public safety for our community and people who travel through Belmont.

Administration:

Chief of Police and Assistant Chief of Police and one Administrative Assistant handle the day to day operations of the management of the department.

Responsible for the Rules & Regulations, Policies & Procedures as well as professional standards. The Chief handles most of the communications between town residents and this department and attends as many public functions as possible.

The Administrative Assistant handles most budgetary issues and most day to day issues in the department.

Detective & Investigations

Consists of three detectives providing all investigative work, criminal investigations, identification theft issues, and cyber crime issues. All juvenile matters are also investigated by one of the detectives. We assist other departments with CORI check. The Sex Offender Registry has a high priority and must be maintained and all rapes and sexual assaults are fully investigated. In addition gun licenses are issued by this department

Patrol Services:

Patrol, the backbone of a police department consists of three shifts 24/7. We provide the uniform coverage to protect the citizens of Belmont and make sure they and their property are protected. We enforce all criminal laws, drug laws, sex laws and traffic laws as our main function. We also provide AED protection to all citizens as first responders. We are the primary enforcer of the noise by-law and assist other Departments with monitoring situation that requires 24/7 operations.

Traffic Department/Prosecution:

The Lieutenant in this division is our Police Prosecutor and grant administrator overseeing approximately 800,000. in funding we have received over the past few years.

One Traffic Sergeant and one Officer as well as the established "roving Sergeant" are assigned to traffic. School Crossing Guards (19 fulltime) and three Parking Control officers are also assigned.

The Traffic division is likely the most visible and busiest division in the department. We work with the traffic advisory committee and try our best to respond to all citizens concerns about traffic. Because we have not been running at full staffing levels we have been two officers short in this department. Hopefully during this fiscal year we will be able to get to full staff. They work with Community Development to ensure the enforcement piece of the puzzle is in conjunction with the engineering piece of the puzzle. Speed zones, traffic counts and traffic signage keep this undermanned department busy every day.

Police Records:

Two civilian employees work in the traffic and records division. Maintenance of traffic reports, police incident reports and all criminal complaints as well as all traffic citations. All court papers are initiated in records. All parking tickets are maintained and recorded and all hackney license applications are investigated and filed. Also most of all citizen interaction takes place in the records Division.

Community Services:

One Administrative Lieutenant provides the majority of services in this division. The DARE officer is assigned to this Division on a permanent part-time status. The rest of his time is spent on patrol. Also the new School Resource Officer is assigned to this division and is the liaison with the school department. The cost of this position is split 50/50 with the school department. The Lieutenant assigned to this division is also in charge of scheduling all training for the department.

The Lieutenant also serves as the liaison to the Auxiliary Police.

Joint Public Safety Communications:

This Division provides all emergency telecommunications to all citizens and all the town Departments. This entire division was once a separate Department but now operates within the Police Department. We have ten fulltime employees and several part-time personnel in this



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Police Department

division with an approximate 700k budget. Some management issues had to be worked out but all in all it is working well.



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Police Department

Fiscal Year 2007-2008 MAJOR ACCOMPLISHMENTS

Administrative:

1. Hired new officers to replace retired officers
2. Initiated building security program
3. Continue to work with accountant's office to better control accounts receivable for detail money due town.
4. Maintained high level of service during transition period
5. New radios issued and officers trained in operation

Detectives:

1. Brought resources from Drug task force to compliment investigations
2. Kept night detective for increase in workload
3. Continued training in new on line finger print techniques
4. Maintained quality service during transition and manning shortage

Patrol:

1. Initiated new training to officers
2. Participation in NEMLEC organization for mutual aide for major incidents
3. Continued Firearms training outdoors.
4. Increased numbers involved in RAD training to female citizens of Belmont

Traffic

1. Received grants from state GHSB for traffic enforcement \$5,600
2. Attends Traffic Advisory Board Meetings
- 3.

Community Services Division:

1. Continue DARE in spite of losing State Funding.
2. Initiated several Crime prevention programs with youth and elderly
3. Trained officers in new online fingerprint data base

Joint Public Safety Communications:

1. Established program to monitor false alarms and collect defined fees.
2. Completed demolition of old tower and finish all details with new tower.
3. Obtained \$6,300 training grant and implemented training

FISCAL YEAR 2009 OBJECTIVES

Administration:

1. Continue to work with town accountant to achieve a more efficient payroll system

2. Schedule staff meetings on a routine basis and initiate meetings with top two managers on a weekly basis.
3. Departmental Training as part of our work with Belmont Human Rights Commission.
4. Continue going out to the community and meeting residents for feedback
5. Professional development for Captain
6. Upgrade Administrative assistant to office manager as part of reorganization of department.
7. Reorganize Department
8. Expand training for Entire Department

Detectives:

1. Continue night operation hours
2. Reorganize Detective Division
3. Establish liaison with NEMLEC cyber crime unit

Patrol Services:

1. Appoint any unfilled positions due to retirement or transfer
2. Maintain proper staffing levels for night and day shift operations
3. Redefine new sector areas for patrol routes
4. Create ride along program for community involvement

Records:

1. Computerize all permit applications
2. Increase fees for reports
3. Increase security for area
4. Purchase Evidence Software

Community Services:

1. Continue to expand and professionalize the Auxiliary Police
2. Have S.R.O. work on expanded safety program in schools
3. Continue DARE program in spite of funding issues.
4. Conduct Internal and external Citizen Survey
5. Start Citizens Academy
6. Explore possibility of Neighborhood watch program
7. Continue work with Human Rights Commission



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Police Department

Traffic Management:

- 1 Re-examine process for overnight parking
- 2 Increase the use of traffic counters to gather info on roadway usage
- 3 Enhance communications with citizens regarding road closing and alterations in traffic patterns
- 4 Enhance Web sit to include expanded traffic section

Joint Public Safety Communications:

- i. Update 911 center with three dual monitoring PCs
- ii. Update monitors for building security
- iii. Establish routine maintenance program
- iv. Certify all dispatches in emergency medical dispatching

Performance/Workload Indicators

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Administration			
Participation in community Events by Command Staff	5	8	8
Appointments by Chief's Night Hours	0	6	12
Preparation of by-law changes for Attorney General and posting.	1	0	1
Detectives			
Permits to Carry processes	122	130	130
Night detective Consults	325	340	325
Work with merchants and community on credit card fraud seminars	0	2	2

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Records			
Improve complete Public Records Requests turn around time	10 days	5-7 days	5-7 days
Complete electronic data base for all parking tickets from paper records	n/a	n/a	n/a
Patrol			
Computer generated traffic assignment	1197	1000	1200
Traffic			
Re-establish attendance at traffic Advisory Meetings	6	9	9
Establish data base for counts on all major street	6	12	25
Respond to citizens for neighborhood traffic concerns	0	weekly	weekly
Community Services			
Increase RAD	2	3	4
Sponsor Parent Education nights	1	2	3
Create Crime Prevention Initiatives/ Meetings	1	2	2



Town Administration's Fiscal Year 2009 Budget Recommendation
Police Department

Description	FY07 Actual	FY08 Estimate	FY09 Projected
E-911			
Maintain Alarm billing		monthly	Monthly

FY09 10% increased Services Budget exercise we looked at what we have lost over the past few years and how what is the best way to make our Department meet the needs of the people of Belmont in the future.

The first area that we felt would be important and would make the people not only be safer but also feel safer is to increase our patrol officers by 5 officers. This would enable us to have walking routes in the business areas and also give us an option to have another sector car if needed.

The other areas that we felt would be important to increase would be to add another traffic officer to deal with the many traffic issues we have. Also to add 2 officers to the Detective Division to cover weekends and night investigations and add one officer crime prevention officer to help us to stay proactive especially in the area of crimes against the elderly

In the area of 911 Communications we would also add one dispatcher. This would make it possible to free up the day supervisor to properly fulfill his role by working a swing shift and spending some of his time with other dispatches.

We have also added in \$7500 per new employees to cover the fringe benefits in the Health Insurance account.

FY09 10% decreased Services Budget exercise requires a major change in the way we operate and the Chief does not support this change and believes that this would affect not only the safety of the officers but also the safety of the residents of the Town

It is our belief that to get to a 10% decrease we must cut employees from our staff that has already been cut over the past years.

We would decrease the patrol budget by only two officers but by doing this we would be adding to our overtime budget and we would have to increase that account. In this area we have to keep a minimum number of officers on the street thus the increase in overtime.

Other areas that would be hard hit and would change the way we operate would be to cut Detectives one officer, Traffic one sergeant, and Community Services two officers. These cuts would affect proactive programs and follow-up investigations along with traffic enforcement.

We would also have to cut our Parking control officers and all of our crossing guards.

As you can see this decrease would be devastating to the moral of the Department and to the safety of the officers and the residents.

REVENUE ISSUES

Fees

Description	FY07 Received	FY08 Budget	FY08 Projected	FY09 Projected
Detail administration fees	\$31,096		\$35,000	\$35,000
Alarm fees/ False Alarm fees	\$26,895.	Na	\$30,000	35,000
Education incentive reimbursement	\$205,881		\$197,976.	235,916
Moving violations fees	58,825		\$60,000	\$62,000
Parking fines/parking fees	\$204,148.		\$200,000	200,000
Parking lot fees	\$55,660		\$64,000	64,000
Report fees and miscellaneous (Include Parking Permits)	\$69,213		\$70,000	72,000
Gun licenses	\$2,835		\$3000	\$3100
Photos	\$50		\$00	00



Town Administration's Fiscal Year 2009 Budget Recommendation
Police Department

Grants

The availability of grants has fallen off significantly. The police department remains vigilant is seizing every opportunity, but opportunities have all but disappeared. The department still obtains \$3,350 a year from GHSB for traffic enforcement and reimbursements from a federal grant for bullet proof vests.

Description	FY07 Actual	FY07 Projected	FY08 Projected	Purpose
GHSB traffic grant	\$5600.00	\$8,400	\$7,60.00	For selective enforcement (speeding, OUI) during certain holiday periods.
GHSB bullet proof vests	\$680.00	\$10,550	\$2,270	50% reimbursement Federal Govt. for new or outdated vests 50% reimbursement state

Description	FY07 Actual	FY07 Projected	FY08 Projected	Purpose
EOPS 911 Training	\$6300	\$6300	\$6500	For training purposes in dispatch (E911) on a reimbursement basis.
Comm. Policing Grant	\$35,917.86	\$35,918.86	\$35,625	Supply equipment to Police Bike Unit and Auxiliary Police. Purchasing software and supplying training for Police Department.
Bryne Grant Federal FY 08	\$0.00	\$46,853	\$0.00	Reverse E911. System to notify Town residents for emergency and other notifications. Re



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Police Department

BUDGET DIRECTOR'S BUDGET SUMMARY

This budget includes an overall wage increase for personnel (although the contracts have yet to be settled. This does represent level services to the community.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>POLICE ADMINISTRATION</u>								
Personal Services	328,263	234,363	299,657	308,703	328,810	328,810	328,810	328,810
Other Expenses	33,584	27,369	34,758	34,758	34,758	34,758	34,758	34,758
TOTAL POLICE ADMIN.	361,847	261,732	334,415	343,461	363,568	363,568	363,568	363,568
<u>PUBLIC SAFETY COMMUNICATIONS</u>								
Personal Services	636,112	631,498	665,717	692,834	724,597	805,222	660,011	724,597
Other Expenses	55,391	60,985	74,600	74,600	78,075	83,475	78,075	78,075
Capital Outlay	-	4,165	-	-	-	-	-	-
TOTAL PUBLIC SAFETY COMMUNICATIONS	691,503	696,649	740,317	767,434	802,672	888,697	738,086	802,672
<u>POLICE RECORDS</u>								
Personal Services	60,245	62,545	63,840	70,144	70,844	70,844	70,844	70,844
Other Expenses	8,055	7,160	8,156	8,156	8,156	8,156	8,156	8,156
TOTAL POLICE RECORDS	68,300	69,706	71,996	78,300	79,000	79,000	79,000	79,000
<u>POLICE PATROL SERVICES</u>								
Personal Services	2,795,963	3,032,919	3,100,731	3,182,948	3,247,024	3,408,917	2,997,743	3,247,024
Other Expenses	126,357	184,341	158,958	195,958	210,210	210,210	210,210	210,210
Capital Outlay	4,966	114,452	125,300	125,300	127,300	127,300	127,300	127,300
TOTAL POLICE PATROL SERVICES	2,927,286	3,331,711	3,384,989	3,504,206	3,584,534	3,746,427	3,335,253	3,584,534



Town of Belmont

Town Administration's Fiscal Year 2009 Budget Recommendation
Police Department

TRAFFIC MANAGEMENT

Personal Services	373,579	375,442	514,976	448,069	561,030	587,239	282,382	561,030
Other Expenses	<u>23,076</u>	<u>16,382</u>	<u>16,331</u>	<u>16,331</u>	<u>16,331</u>	<u>16,331</u>	<u>16,331</u>	<u>16,331</u>
TOTAL TRAFFIC MANAGEMENT	396,654	391,824	531,307	464,400	577,361	603,570	298,713	577,361

DETECTIVES & INVESTIGATION

Personal Services	243,893	228,194	267,549	281,789	295,134	397,882	219,870	295,134
Other Expenses	<u>15,337</u>	<u>12,627</u>	<u>12,848</u>	<u>12,848</u>	<u>12,848</u>	<u>12,848</u>	<u>12,848</u>	<u>12,848</u>
TOTAL DETECTIVES & INVESTIGATION	259,230	240,821	280,397	294,637	307,982	410,730	232,718	307,982

POLICE COMMUNITY SERVICES

Personal Services	277,801	201,322	234,397	208,480	291,111	332,587	163,685	291,111
Other Expenses	<u>14,629</u>	<u>13,040</u>	<u>13,869</u>	<u>13,869</u>	<u>13,869</u>	<u>13,869</u>	<u>13,869</u>	<u>13,869</u>
TOTAL COMMUNITY SERVICE	292,431	214,362	248,266	222,349	304,980	346,456	177,554	304,980

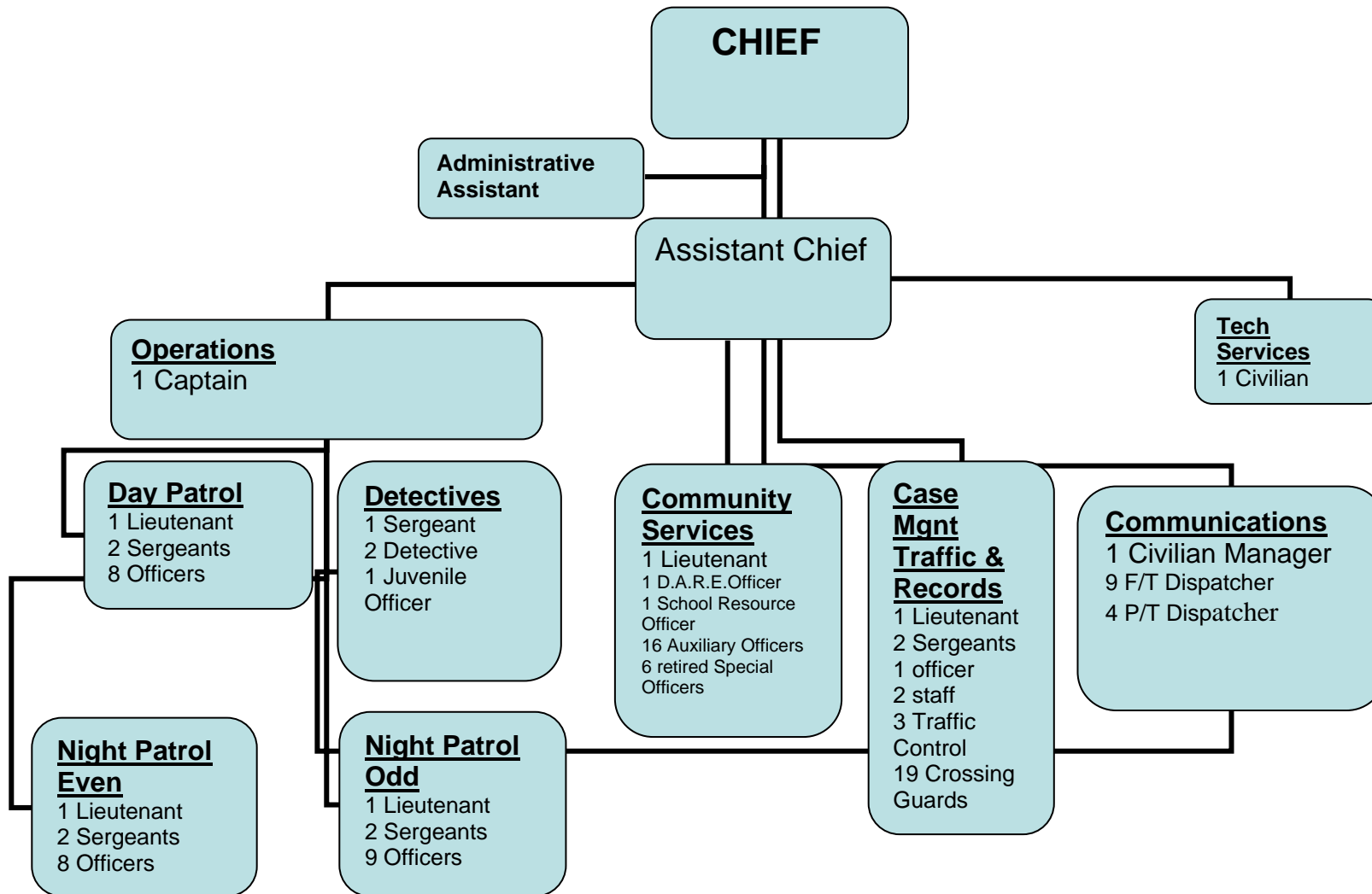
<u>TOTAL POLICE</u>	<u>4,997,251</u>	<u>5,206,804</u>	<u>5,591,687</u>	<u>5,674,787</u>	<u>6,020,097</u>	<u>6,438,448</u>	<u>5,224,892</u>	<u>6,020,097</u>
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DEPARTMENT STAFFING SUMMARY

Contracts with the unions at the Police Department remain unsettled as of print time. Salaries that would have been in such a chart would have reflected FY07 wage rates. Because of this and the recommendation by the Town Administration for level services, we have provided an organization chart below which gives the data in a more comprehensive manner.



ORGANIZATIONAL CHART – LEVEL SERVICES





Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Fire

DEPARTMENT:

Fire

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

The Fire Department is responsible for providing fire protection, fire prevention and emergency medical services for the Town. The Department's budget is broken up into three major budget programs.

FIRE ADMINISTRATION

The Belmont Fire Department Administration Division provides administrative support for the Department. This support includes the keeping of all employee records, processing payroll, paying bills, ordering supplies and equipment, and writing specifications on new equipment. It also includes the hiring, promoting and disciplining of personnel as well as dealing with union issues. Administration also tracks, schedules and supervises all equipment, vehicle, building, and computer maintenance. Administrative personnel interact with other Town departments and outside agencies on a regular basis. In addition, we assist the Fire Prevention Office with some of their many duties when they become overwhelmed. Respond to and take command of major fires and other serious incidents. One new responsibility that has been added is the oversight of building systems and automation of the new stations.

For FY 2009 the Fire Prevention Office and the Training Officer have been transferred from the Fire Suppression portion of the Budget to the Administration Portion. This move more accurately reflects the respective personnel's duties. The Fire Administration portion of the budget now reflects four (4) uniformed members and 1.48 civilian staff.

The Fire Prevention Office is responsible for all aspects of Fire Prevention. Some of the duties include: issuing permits conducting initial inspections, conducting follow-up inspections, coordinating Fire company inspections, filing inspection reports, attending meetings with citizens and other Town Department personnel. In addition, with the absence of a Plans Review Officer, the Fire Prevention Officer must review and sign off on all building plans and conduct follow-up inspection on these construction sites through the completion of the job. He is also required, at times, to respond to calls at the request of the Incident Commander if a fire prevention issue needs to be immediately addressed. He is required to fill in for the Shift Commander on occasion as needed. Also working in the Fire Prevention Office is the Assistant Fire Prevention/Training Officer. This officer coordinates and conducts classes for continuity and safety for various Fire Department operations. He also coordinates and schedules all Mass Fire Academy classes as well as the classes with other agencies such as the Gas Company, MBTA, MWRA, etc. When he is not coordinating or conducting training classes and updating training records, he is assisting the Fire Prevention Officer with inspections and other Fire Prevention Duties. He is required to fill in on a fire company on occasion as required

FIRE SUPPRESSION

The Fire Suppression portion of the budget has two distinct operations. The first is the Department's largest and that is the actual incident response capabilities. The second operation is that of Fire Prevention.

The Belmont Fire Department Suppression forces primary duties are to provide Fire, Emergency Medical Services, and Hazardous Materials protection to the citizens of Belmont. In addition, they respond to non-emergency needs of citizens, including, but not limited to, house lockouts, water problems and odors in houses just to name a few. The Fire Suppression forces also perform all routine house keeping duties within the fire stations. We are the only department that does not have daily custodial service. When not responding to calls, they conduct in-service inspections and participate in training programs on a daily basis.

EMERGENCY MEDICAL SERVICES

The third program is that of the Emergency Medical Services. This portion of the budget is used to detail the equipment and costs associated with running the Rescue ambulance. There are no personnel costs carried in this portion of the budget, as they are needed for fire suppression deployment with ambulance duty as a secondary function.

2007 MAJOR ACCOMPLISHMENTS

This again has been a busy year for the Department. The Department moved and transitioned into its new stations. The Department has actively sought outside funding sources to maximize the continued operation of the Department.

FIRE ADMINISTRATION

1. Continue to work with the Fire Station Building Committee to finalize the construction of the two new stations.
2. Secured Federal & State grant and gift funding.
3. Developed, issued and awarded specifications and contract for new Pumper and Rescue Ambulance. Rescue Ambulance was delivered in July and the new Pumper is due late November
4. Completed Insurance Services Organization audit/review

FIRE SUPPRESSION

1. All firefighters completed training in rescuing missing/trapped individuals.(training conducted at vacant McLean Hospital Buildings)

EMERGENCY MEDICAL SERVICE

1. Conducted continuing EMS training for EMT recertification.
2. Develop implementation plan for ALS.

FISCAL YEAR 2009 OBJECTIVES

FIRE ADMINISTRATION



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Fire

1. Establish computer based equipment inventory
2. Complete Chief Officer Training
3. Develop Training plan to meet ISO guidelines

FIRE SUPPRESSION

1. Complete water rescue training

EMERGENCY MEDICAL SERVICES

1. Implement computer based EMS reporting through existing Fire Department reporting software.

Description	2007 Actual	2008 Projected	2009 Projected
# of emergency medical transports	1200	1300	1325
# of Rescue calls (non-transport)	400	450	500
# of hazardous conditions (2&4)	169	180	200
# of service calls and miscellaneous (5, 8&9)	222	225	250
# of good intent calls	271	300	325
# of alarm related calls	549	600	700
# of total responses	3054	3100	3150
# of permits issued	618	625	675
# of inspections	184	200	225

Performance/Workload Indicators

Description	2007 Actual	2008 Projected	2009 Projected
# of fire incidents	193	150	165



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Fire

BUDGET DIRECTOR'S BUDGET SUMMARY

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>FIRE ADMINISTRATION</u>								
Personal Services	243,141	283,940	295,490	304,940	472,980	485,246	452,155	472,980
Other Expenses	23,559	23,139	51,600	47,470	53,100	53,100	49,700	53,100
TOTAL FIRE ADMINISTRATION	266,700	307,079	347,090	352,410	526,080	538,346	501,855	526,080
<u>FIRE SUPPRESSION</u>								
Personal Services	3,726,067	3,817,507	3,984,939	4,134,370	4,077,111	4,355,843	3,714,714	4,077,111
Other Expenses	125,170	97,633	93,300	93,100	117,300	117,300	111,300	117,300
Capital Outlay	12,564	4,197	34,500	32,300	13,000	32,500	6,000	13,000
TOTAL FIRE SUPPRESSION	3,863,801	3,919,337	4,112,739	4,259,770	4,207,411	4,505,643	3,832,014	4,207,411
<u>EMERGENCY MEDICAL SERVICES</u>								
Personal Services	108,214	92,624	118,425	146,100	140,500	172,500	118,800	140,500
Other Expenses	35,522	21,596	32,680	28,800	34,088	50,638	15,000	34,088
TOTAL Capital Outlay		16,000	2,000	2,000	37,000	40,000	-	37,000
TOTAL EMERGENCY MEDICAL SERV.	143,736	130,221	153,105	176,900	211,588	263,138	133,800	211,588
<u>TOTAL FIRE</u>	<u>4,274,237</u>	<u>4,356,636</u>	<u>4,612,934</u>	<u>4,789,080</u>	<u>4,945,079</u>	<u>5,307,127</u>	<u>4,467,669</u>	<u>4,945,079</u>



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Fire

DEPARTMENT STAFFING SUMMARY

POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
			FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-09 Level	FTE FUNDED	AMOUNT	FY08-09 Level
Fire Chief	40	Mgmt	1.00	1.00	76,841	107,577	1.00	1.00	101,610	1.00	104,658	3.00%	1.00	104,658	3.00%
Assistant Fire Chief	40	Mgmt	1.00	1.00	63,372	88,721	1.00	1.00	81,344	1.00	83,784	3.00%	1.00	83,784	3.00%
Administrative Assistant	40	SEIU	1.00	1.00	37,127	44,552	1.00	1.00	41,419	1.00	44,631	7.75%	1.00	44,631	7.75%
Administrative Secretary	19	Non-Union	0.48	0.48	14,767	17,684	0.48	0.48	15,344	0.48	15,940	3.88%	1.00	28,266	84.22%
Captain Fire Prevention	42	IAFF					0.00	0.00	0	1.00	75,302	100.00%	1.00	75,302	100.00%
Lieutenant Fire Prevention	42	IAFF					0.00	0.00	0	1.00	63,598	100.00%	1.00	63,598	100.00%
Captain	42	IAFF	1.00	1.00	67,588	70,552	1.00	1.00	70,552	1.00	73,302	3.90%	1.00	73,302	3.90%
Captain	42	IAFF	1.00	1.00	67,588	70,552	1.00	1.00	70,552	1.00	73,302	3.90%	1.00	73,302	3.90%
Captain	42	IAFF	1.00	1.00	67,588	70,552	1.00	1.00	70,552	1.00	73,302	3.90%	1.00	73,302	3.90%
Captain	42	IAFF	1.00	1.00	67,588	70,552	1.00	1.00	70,552	1.00	73,302	3.90%	1.00	73,302	3.90%
Captain	42	IAFF	1.00	1.00	67,588	70,552	1.00	1.00	70,552			100.00%		-	-100.00%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	42,492	1.00	46,311	8.99%	1.00	46,311	8.99%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	42,492	1.00	46,311	8.99%	1.00	46,311	8.99%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	46,803	1.00	48,627	3.90%	1.00	48,627	3.90%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	46,803	1.00	48,627	3.90%	1.00	48,627	3.90%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	46,803	1.00	48,627	3.90%	1.00	48,627	3.90%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	46,803	1.00	48,627	3.90%	1.00	48,627	3.90%



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Fire

Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	46,803	1.00	48,627	3.90%	1.00	48,627	3.90%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	46,803	1.00	48,627	3.90%	1.00	48,627	3.90%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	46,803	1.00	48,627	3.90%	1.00	48,627	3.90%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	46,803	1.00	48,627	3.90%	1.00	48,627	3.90%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	46,803	1.00	48,627	3.90%	1.00	48,627	3.90%
Firefighter	42	IAFF	1.00	1.00	40,005	46,803	1.00	1.00	48,627	1.00	42,006	-13.62%	1.00	42,006	-13.62%
Firefighter (8)	42	IAFF	0.00	0.00	40,005	46,803	0.00	0.00	0			0.00%	1.00	320,040	100.00%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	56,735	1.00	58,946	3.90%	1.00	64,841	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	61,598	3.90%	1.00	67,758	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	61,598	3.90%	1.00	67,758	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	61,598	3.90%	1.00	67,758	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	61,598	3.90%	1.00	67,758	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	0.00	-	100.00%	1.00	-	-100.00%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	61,598	3.90%	1.00	67,758	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	61,598	3.90%	1.00	67,758	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	61,598	3.90%	1.00	67,758	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	61,598	3.90%	1.00	67,758	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	61,598	3.90%	1.00	67,758	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	61,598	3.90%	1.00	67,758	14.29%
Lieutenant	42	IAFF	1.00	1.00	54,292	59,288	1.00	1.00	59,288	1.00	58,946	-0.58%		64,841	9.37%
	TOTALS		54.00	54.00			54.00	54.00	2,799,061	52.00	2,766,388	-1.17%	53.00	3,159,816	12.89%



Town Administration's Fiscal Year 2009 Budget Recommendation
Fire

REVENUE ISSUES

Fees

Fire Department Fees are generated in three general categories. The fire prevention office receives permit and inspection fees. The fire administration receives fees for copies of reports. The last and largest are the revenues received for the ambulance. A review of the Department's current permit structure was conducted, and fees were increased in line with what other communities are receiving. The review and changes to the allowable permissible permit fees allowed a substantial increase in the permit fees collected FY2006. The revenue for the Ambulance Fees has been adjusted downward. There is one apparent cause for this decline. There has been an increase in the number of Advanced Life Support (ALS) patients. Since the Town uses an outside vendor for these ALS services the Town has agreed to a reduced transport fee. One must note that all of the Fees collected by the Fire Department have some volatility due to the type and number of actual permits issued or services supplied.

Description	FY07 Actual	FY08 Budget	FY08 Projected	FY09 Projected	FY09 10% Enhanced	FY09 10% Reduced
Fire Permit and Inspection Fees	\$56,435.00	\$56,435.00	\$60,000	\$60,000	\$65,000	\$40,000
Misc Fees	\$1,776.70	\$1,776.70	\$1,100	\$1,100	\$1,100	\$1,100
Ambulance Fees	\$271,956.27	\$271,956.27	\$275,000	\$275,000	\$400,00	\$0

Grants

Description	FY08 Budget	FY08 Projected	FY09 Projected	Purpose
State Firefighter Assistance Grant	0	\$8000	0	Equipment grant used to purchase equipment not usually supplied by local community (thermal imaging camera in past)

Description	FY08 Budget	FY08 Projected	FY09 Projected	Purpose
Federal Grant	0	\$43,000	0	Equipment grant used to update existing equipment and provide equipment to enhance Fire Department Operations



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Fire

SAFE student fire education grant		1350	0	State fire education grant for schools K-4 most of program made up by additional gifts.
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Other Revenues

Description	FY07 Actual	FY08 Budget	FY08 Projected	FY09 Projected
Gifts for SAFE Program	\$8000	\$0	8000	\$0
Gift Fitness Equipment	\$35,000	0		0

5	Spill Response Trailer	\$25,000	Better enable the Department to respond to spills and to more quickly mitigate the potential damage to the environment
6	Staff Vehicle	\$39,000	
7	Specialized Equipment ALS	75,000	Required if enhanced budget is established for FY2009 projected to be required in FY2010 when Department is upgraded to ALS

CAPITAL REQUEST

The Department has made some progress on its Capital Budget. This progress has been hampered by the lack of funds, available to the Town for Capital purposes. In addition the Department has been actively seeking funding from outside sources. There still are many Capital needs for the Department that have gone unfunded. There has also been a new definition of what a Capital Project is. The items listed below are the Department's current Capital needs for FY 2009.

In summary the Department is requesting \$dollars of Capital Projects as listed below.

Priority	Item	Amount Requested	Purpose
1	Shift Commanders Vehicle	\$44,000	This will allow the current vehicle that has been used for four years to be transferred and a 10 year old vehicle to be replaced
2	Replacement of 1991 Utility Truck	\$50,000	Vehicle used to transport rescue trailer and equipment also used as support vehicle during incidents
3	Radio System Upgrade Phase 2	\$75,000	Continues project started in FY2008. Mandated by FCC.
4	SCBA Fill Station	\$60,000	Current fill equipment is 15 years old.

FY09 LEVEL SERVICE BUDGET SUMMARY AND OTHER OPPORTUNITIES

The Fire Department Level Service Budget is the minimum level the Department should be funded at given its current resources. The "Level Service" based budget will allow a more efficient use of staff resources and a more responsive and safer fire response. It should be noted the "Level Service Budget" still leaves the Town under protected. Belmont's Fire Department is not unique in its continually declining funding for services and more diverse requests for assistance from its citizens. If the political climate is willing to allow change in a way that would actually increase services to all citizens with a similar financial impact those options should be explored.

The Level Service budget will keep the status "quo". This budget will keep the positive momentum made in recent years. This budget reflects the projected increases in costs to maintain the level of fire service in the Town. The requested appropriations have taken into account, increased costs for those respective accounts.

The Town should not be satisfied with a level service budget. The Town is not protected to National Standards. The construction of the McLean property is well under way and residential buildings are being occupied. This project is progressing and the start of the assisted living facility should commence soon. If the project continues as planned there will be significant requests for services from the Fire Department. There is a similar projection for the development that is moving forward at the O'Neil property. The Town will have to assess if the funds will be available to meet these needs as the requests for services of and from the Fire Department will increase.



Town Administration's Fiscal Year 2009 Budget Recommendation
Fire

In light of recent natural and terrorist events around the country and the potential for increased demands on the Fire Department the Town should seriously explore the option of increasing its on duty staffing. These recent events have shown that a community's first responders, outside agencies and mutual aid are often overwhelmed. Hurricane Katrina showed that outside help and mutual aid did not arrive in a timely fashion and the burden of protecting the citizens fell on the community's first responders. During these turbulent times the Fire Department must be able to respond to emergencies with the appropriate amount of staff. In the short term to bring the Town one step closer to meeting national standards is to place the third firefighter back on the ladder truck. The cost to add these personnel is approximately \$280,000 during the first year.

There have been multiple discussions about "regionalization". This initiative has been discussed for over three years without any measurable progress. This initiative can not move forward until the political boards of the respective communities decide it is a good idea. The respective fire chiefs do not have the authority to make any plans or commitments on behalf of their communities without approval. The Town should commission a facilitator to start the discussions with neighboring communities. Once a group of communities has been identified the next step would be to construct a "model" of the fire department and commence a feasibility study. On a positive note there appears to be some willingness to at least look at regionalization and its potential effects.

Below is a summary of the major changes in the FY2009 budget. No new programs have been instituted. The budget submitted is to continue the current operations for another year. With the implementation of MUNIS we have also tried to accurately breakdown the allocations for FY2008 appropriation.

FIRE ADMINISTRATION- The first area of impact is Personal Services. This section has increased due to raises awarded either through performance reviews or collective bargaining increases. The second increase in Personal Services is actual a transfer of day staff personnel from the Suppression budget to this budget. The second section of Purchase of Services has a substantial increase. With the new stations comes new equipment and facilities that need to be maintained. The additional funds will pay for service contracts to maintain the radio equipment unique to the Fire Department and provide phone service and maintenance for the Department¹ Last is an increase in the supplies budget due to increases in costs and larger buildings to clean.

FIRE SUPPRESSION-Personal Services increases are due to contractual step increases and adding the 2/10ths of week to the weekly employees' wages. There also is a slight increase in the overtime account to account for the overtime payments as required by the Fair Labor Standards Act. Under Purchase of Services there is a reallocation of funds previously carried under a salary line item. This Training category is only about ¼ of the amount needed to properly train the Department. With the ever increasing demands for specialized training the Department needs to contract out these services. The last major increase is in the area of Capital Outlay. This section sees a dramatic increase because of the change in the Capital Budget Committees policy. These Capital items will allow us to replace outdated firefighting equipment and start a phased replacement of the Department's portable radios.

EMERGENCY MEDICAL SERVICES Personal Services will increase slightly due to an increase in the number of EMT's and a need to increase in house training due to the increased skills required. Purchase of Services has also seen some reorganization. This section has also seen the addition of the need to License all of the Fire Department's main response equipment as Class 5 ambulances. Supplies have increased to represent predicted cost increases and the need to stock the additional fire apparatus on an annual basis with medications. Last is the Capital Outlay which includes the cost to replace medical equipment that can no longer remain in service and to purchase software and hardware to meet the Federal/State reporting requirement². Compliance is required by September of 2008.

The "Level Service" budget reflects an approximate XX increase from the FY2007 budget. This "Level Service" budget is what the Town can afford and the Department supports this budget. It must remain clear that this budget still does not meet all of the Town's needs. As we are not presenting a "Needs Based Budget" I will defer expressing those needs until one is requested.

10 % ENHANCED BUDGET

GENERAL The opportunity for a potential increase is an interesting concept. The actual net effect of a 10% enhancement to the operating budget is predicted to be less than 10%. A 10% enhancement would allow the Department to expand in a positive direction where services are needed in EMS, Fire Prevention and Fire

EMS Reporting Software. Starting in September of 2008, Ambulance Services in Massachusetts will be required to participate in the Massachusetts Ambulance Trip Record Information System (MATRIS) which is derived from the National Highway Transportation Safety Administration's (NHTSA) program of National Emergency Medical Service Information System (NEMSIS). The Massachusetts version of this requires the Ambulance Service to provide at least 120 fields of information on each ambulance response. As you probably realize, providing 120 pieces of information on approximately 1500 responses, using our current paper-based reporting system is not possible. We are looking at various vendors for

hardware/software solutions to this situation. Along with the software, there is computer hardware needed to institute this new program so the ambulance can provide patient information at the hospital and complete their reports as soon as possible.



Town Administration's Fiscal Year 2009 Budget Recommendation
Fire

Suppression. The Warrant Committee has recommended growth in both of these areas.

FIRE ADMINISTRATION- The area of positive growth here would be in the area of Fire Prevention. The first would bring the current 19 hour secretary position to a full time 35 hours a week. This frees up the Staff Officers from Administrative duties. Freeing up of these duties will allow the uniformed staff to perform more plans review duties and physical inspections.

FIRE SUPPRESSION- This area would see the most positive growth. Due to constraints placed on bargaining and the potential to place the Town in a poor bargaining position I will only touch on the highlights. It would allow the Department to hire 8 firefighter/paramedics and to immediately start providing emergency medical response at an ALS level. It would also allow us to place a second BLS ambulance in service as needed when staffing levels were sufficient. Overtime would be reduced because minimum manning would stay the same but would have 2 additional personnel per shift³

EMS- This area again sees some increases in the area of the additional supplies and equipment needed to run the ALS service. There is also a companion request in the Capital Budget to purchase the specialized ALS equipment.

REVENUE- It is expected that revenue will rise with both of these initiatives under the enhanced budget. Fire Prevention fees will increase slightly due to the ability to perform additional inspections. The largest increase will be in the area of "Ambulance Revenue". The assumption made is that we would be able to establish an ALS based system in the 2nd quarter. The additional revenue of both the ALS and BLS ambulance are reflected. It is anticipated that this amount would even increase further in future fiscal years.

10% REDUCED SERVICE BUDGET

GENERAL-Any reduction in the Fire Department appropriation would have devastating effects on the Department. A reduction will further jeopardize the safety of the citizens and our firefighters.

ADMINISTRATION- A reduction would eliminate the Part-time secretary in the Fire Prevention Office. This would be a step backwards. The uniformed personnel would then be required to do the administrative duties. This would have a snowballing effect on the office. Due to the fact uniformed personnel would be doing administrative duties inspections, permits and plan review would be delayed or eliminated. In addition all training and overtime would be eliminated.

FIRE SUPPRESSION- A reduction here would mean the elimination of eight (8) trained firefighters. This would mean the **elimination** of the Town's ambulance service. There would also be large cuts or elimination of training, firefighter equipment, and supplies. This would bring the staffing level of the Fire Department further below recognized standards.

EMERGENCY MEDICAL-There are some collateral cuts with elimination of the ambulance that would occur. The Department would still respond to medical emergencies and would still need the remaining medical supplies.

REVENUE- There would be reductions in both Permits and Ambulance Revenue. The collection of permit fees would see a substantial reduction. This reduction is due to the inability to conduct the inspection portion of the permit, as we would not be able to conduct the inspection. The largest reduction would be in the area of Ambulance revenues. Since we would not be running the ambulance with any consistency there would be no revenue. The "net" effect on these reductions has not been accounted for in the spreadsheet portion of the budget.

COMMENTS

GENERAL-This budget submission will require further refinement as the budget process progresses. The major issue is the current Health Care costs are carried in all budget scenarios. These items have not been reduced as the final figures (rates and cost share) have not been finalized. The salary portion of the Administration section has not been updated as of this submission. If there is further direction towards an enhanced or reduced budget a further review will be needed before those items can be implemented. In addition to the financial considerations the Town must look at the collective bargaining implications.

UNFUNDED NEEDS- There are a few things the Fire Department is not receiving the support it needs. The first is in the area of IT support. The Town staff under the direction of Dave Petto does a great job maintaining our servers, PC's and Town related software. The Fire Department is being forced in all areas to become more technical. We have 2 major software programs that are maintained by the Assistant Chief and the Federal Government will be forcing a new one on us next year. This increasing level of IT support means the Assistant Chief can not perform his Assistant Chief duties because he is tied up doing IT. The Department does not need a fulltime person but could use a 1/2 time or contract person. There is also an opportunity that the Police or other department could use additional IT support.

Lastly is the need for support staff that is not tied to fire suppression responses. As previously stated the Department handles most of the routine cleaning. The

³ The savings in overtime is used to help fund the enhanced service.



**Town Administration's Fiscal Year 2009 Budget Recommendation
Fire**

Department member's will also perform routine small repairs on the buildings and vehicles. The Department lacks the ability to do larger cleaning or maintenance services as this would necessitate placing response apparatus out of service and this would not be acceptable. So some of the tasks are often dealt with by the Chief or the Assistant Chief. The Department is forced to use over qualified to complete

these tasks. Again this is a position that would not have to be fulltime and could be coordinated with another department.



DEPARTMENT:

Belmont Emergency Management Agency

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

The Belmont Emergency Management Agency (BEMA) is an extension of the Massachusetts Emergency Management Agency (MEMA), established by the Commonwealth of Massachusetts to coordinate emergency response and services with various state, local and federal agencies during a state of emergency or alert. During such emergencies/alerts, MEMA operates from their headquarters in Framingham and communicates with local emergency management agencies, such as Belmont's via radio, fax, message beepers, the Internet and telephone.

The second major function of BEMA is that of emergency planning. This agency coordinates meetings with town agencies to develop the Town's Comprehensive Emergency Management Plan (CEMP). BEMA also assists in the coordination of the Local Emergency Planning committee (LEPC) to deal with hazardous materials.

The third function that has been instituted recently is that of training. BEMA is developing and coordinating training for Town employees and residents.

BEMA continues to expand our citizen based programs and now has over 80 residents trained in Community Emergency response.

2007/8 MAJOR ACCOMPLISHMENTS

1. Continued recruitment of CERT Team members
2. Conducted in-service CERT training
3. Conducted Incipient Fire Training at State Fire Academy
4. Conducted Red Cross Shelter Training
5. Completed NIMS Compliance for 2007
6. Conducted several public awareness discussions on Emergency Preparedness
7. Participated in several Safety related fairs
8. Participated in Police Department Search and Rescue Training
9. Began work to organize town-wide emergency communications program
10. Continued training of EOC equipment
11. Cross trained Public Safety Dispatchers on use of EOC equipment
12. Participated on State-Wide committee established by the Governor's Office on dealing with Disabled/Special Needs population in Massachusetts
13. Participated on State-Wide committee on Citizen Corps Program

FISCAL YEAR 2009 OBJECTIVES

1. Continue and/or expand CERT training.
2. Conduct an emergency drill with CERT graduates
3. Continue hazardous materials training to Town employees toward LEPC certification
4. Progress towards full certification for the LEPC as a regional LEPC
5. Continue to replace communication equipment
6. Finalize and institute Emergency Notification System
7. Replace two portable radios and two mobile radios to maintain FCC compliance as documented in both the Police and Fire budgets.

Performance/Workload Indicators

Description	FY06 Actual	FY07 Estimate	FY08 Projected
# of EOC activations	1	1	1
Cumulative # of hours of training		1700	2400
Cumulative # of hours of emergency planning		160	280
# of citizens participate in CERT training	20	75	90



Town Administration's Fiscal Year 2009 Budget Recommendation
Belmont Emergency Management Agency

BUDGET DIRECTOR'S BUDGET SUMMARY

The BEMA budget proposed for FY08 is a level-service budget and provides for the continuation of CERT training classes and for the replacement of certain aged communications equipment. The current awareness for emergency management puts additional emphasis on this department.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>EMERGENCY MANAGEMENT</u>								
Personal Services	12,848	10,989	11,000	11,000	11,000	12,000	11,000	11,000
Other Expenses	4,120	8,148	10,550	8,050	10,550	10,550	10,550	10,550
Capital Outlay	797	1,340	1,550	4,050	7,000	7,000	7,000	7,000
TOTAL EMERGENCY MANAGEMENT	17,765	20,477	23,100	23,100	28,550	29,550	28,550	28,550

DEPARTMENT STAFFING SUMMARY

Position	Hrs/ Wk	Type	Fiscal Year 2006		Fiscal Year 2007		FY08		FY09	
			FTE Fill	Amount	FTE Fund	Amount	FTE Fund	Amount	FTE Fund	Amount
BEMA Director		Stipend		3,000		3,000		5,000		6,000
BEMA Assistant Director		Stipend		6,000		6,000		6,000		6,000
TOTAL				9,000		9,000		11,000		12,,000



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Belmont Emergency Management Agency

REVENUE ISSUES

Grants

Description	FY06 Budget	FY06 Projected	FY07 Actual	Purpose
Federal grant	12500	0	2,500	Specialized equipment grant

Other Revenues

Through the generosity of some Belmont residents, the Department received a gift of \$3,000 towards the CERT program. This gift enabled to Town to offer additional CERT training.

Description	FY05 Actual	FY06 Budget	FY06 Projected	FY07 Actual
Private donation for CERT training	\$6000	\$0	\$0	\$6,000

FY09 NEEDS BUDGET SUMMARY AND OTHER OPPORTUNITIES

- | | |
|---|----------------|
| 1. CERT training, 3 classes of 10 citizen students each | \$9,000 |
| 2. Emergency drill | \$2,000 |
| 3. Uniforms | \$1,200 |
| 4. Replace two portable radios | \$5,000 |
| 5. Replacement of two mobile radios | \$2,000 |
| 5. Maintenance for new EOC | \$2,500 |



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Minuteman Regional School

DEPARTMENT:

Minuteman Regional Vocational School

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

Although the Minuteman Regional Vocational School educates a number of the Town's school children, this budget program has traditionally been carried in the Town's budget instead of that of the School Department.

BUDGET DIRECTOR'S BUDGET SUMMARY

Because of uncertainties regarding formula assessment and enrollments, the Town's FY09 budget for the Minuteman Regional Vocational School is being estimated.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
EDUCATION								
Minuteman Regional Vocational	586,962	605,113	502,174	502,174	522,000	522,000	522,000	522,000



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Office of Community Development

DEPARTMENT: OFFICE OF COMMUNITY DEVELOPMENT

PROGRAM: ADMINISTRATION

PROGRAM DESCRIPTION:

Program/Service 1 - Coordinate all Divisions within the Office of Community Development.

The Director closely monitors all activities within the entire Department to insure coordination and cooperation amongst all Divisions as well as with all other municipal Departments, Boards, and Committees. Detailed descriptions of each of the three Divisions can be found within each program budget.

Program/Service 2 - Staff Permanent and Temporary Committees.

The Division provides administrative and Staff support to all permanent and temporary committees which are assigned to it by the Town Administrator and/or Board of Selectmen. Currently the Director is assigned to Staff the Traffic Advisory Committee, the Sanitary Sewer and Storm Drain Advisory Committee, the Parking Committee, and the Tri-Community Storm Drain Advisory Committee.

Program/Service 3 - Administer and Monitor Request for Proposals, Grants, Contracts, Budgets and Reimbursements.

The Division administers and monitors Request for Proposals, contracts, grants, and reimbursements. As such the Division is responsible for fulfilling the obligations associated with each, such as tracking and submitting the necessary documentation for payment, and rectifying any inconsistencies.

Program/Service 4 - Develop, Implement, and Administer Significant Special Projects

The Division provides administrative support to the implementation of major capital projects. Responsibilities include, coordinating the development of RFPs, issuing all of the construction documents, providing construction oversight, processing all paperwork for compliance with various regulations, and monitoring budgets and submitting for payment.

Examples include -

- a. Overseeing the Reconstruction of Pleasant Street,
- b. Overseeing the redesign of the Trapelo Road corridor, and
- c. Administering the MWRA I/I Financial Assistance Program.

FISCAL YEAR 2008 MAJOR ACCOMPLISHMENTS

1. Administered Several Major Infrastructure Improvement Projects

The Division provided administrative support to the implementation of several major infrastructures improvement projects. Additional responsibilities included coordinating the development of RFPs, issuing all of the construction documents, providing construction oversight, processing all paperwork for compliance with various regulations, and monitoring budgets and submitting for payment.

- a. \$1.4 Million Pavement Management Program
- b. \$622,600 Sanitary Sewer Evaluation Survey
- c. \$163,000 Wellington Brook Watershed water quality investigation

2. Oversee the Reconstruction of Pleasant Street

The reconstruction of Pleasant Street reached substantial completion in FY 08. The Office's main responsibility is to liaison between the Board of Selectmen, business owners and residents, and Mass Highway. In this capacity, the Director attends project meetings as needed to insure that the Town's interests are being upheld. Additionally, the Office meets with various state agencies, Town Departments, the Historic District Commission, business owners, and residents to insure that the project moves forward in an expeditious manner, yet is respectful of the businesses and residents of the surrounding area and the Town.

3. Continued to Implement the Re-development Plan for Mclean

Successfully oversaw the issuance of building permits for the townhouses (see also Inspection Services budget narrative). Additionally, coordinated the design and construction of the widening of Pleasant Street and the construction of the intersection of Olmsted Drive (provides vehicular access to assisted living and office development sites) with the reconstruction of Pleasant Street.

4. Updated the Zoning By-Laws

The Zoning By-Laws were reformatted and updated to reflect amendments adopted through the 2007 Annual and Special Town Meetings. The By-Laws were re-printed in-house and posted on the Town's Website.

5. Continued Updating and Enhancing the Community Development Webpage

The Division continued to update and enhance its webpage in order to improve the public's access to building applications and planning documents. This was and is a crucial task given the public nature of the many projects that are within the jurisdiction of this office. Links are created for all of the projects within the OCD's purview and the vast majority of the associated documents are available for direct downloading by interested parties.

6. Staff Development

In FY08 staff development continued to be a priority. Procedural manuals and policy changes were implemented to keep staff efficient and responsive to the needs of the public.

a. Administrative -

The administrative staff continued the task of developing a procedure manual for the office. This included all of the legal technical requirements associated with the various committees and boards associated with this office. Additionally, staff was cross trained to insure that there is no lapse in responding to public inquiries in the absence of staff



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b. Management -

Management and inspectional staff continue to meet regularly to discuss zoning changes and interpretations.

FISCAL YEAR 2009 OBJECTIVES

- 1. In-House Training - Continue to provide more in-house training so that the staff is able to work more efficiently. This includes becoming more proficient in utilizing the following -
a. Town's website and department's webpage to provide information to the public more readily and expeditiously, and
b. The various existing data bases to generate reports more efficiently and provide information more completely and accurately.
c. New GIS software and applications such as the abutter's notification software and sewer and drain utility information.
d. New MUNIS Software to better track expenses and to generate project reports.
e. New permit tracking software.
2. Assess OCD's Operations - Continue to assess the office's operations examining what it does, how it can be done better, and is it necessary to do.
3. Accept Electronic Submissions - With the arrival of new permitting software, we will work with IT to develop a system that allows building permit applications and corresponding documentation (and other land use applications) to be submitted electronically. This will help reduce the amount of paper and associated filing cabinet space needed to accommodate the applications.
4. Continue to Streamline the Building Permit Process - The office will review the building permit process to determine if there is any possible ways to further streamline it. Coordination with the Zoning Board of Appeals and the Planning Board will be emphasized to better serve the public.
5. Continue to Inspect and Monitor All Construction Activities at Mclean - Construction of the townhouses continued this past year. Construction of Olmsted Drive (provides vehicular access to assisted living and office development sites) also continues and the construction of the assisted living facility, ARC, and Waverley Woods are expected to begin in FY 08. OCD will continue to inspect and monitor all of these activities.

FISCAL YEAR 2009 LEVEL SERVICE BUDGET SUMMARY

The projected level service budget does not contain any requests for increases in services provided except for the professional services item which has been increased by \$3,650 to allow for GIS training within the department. The Repair Office Equipment line item has been increased to allow the department to acquire a used plotter that IT received from the Municipal Light Department. Otherwise, items have been slightly increased or decreased based on our best projections for costs in FY 09.

FISCAL YEAR 2009 10% INCREASE BUDGET SUMMARY

Overall, 10% of the Community Development budget (not including the Planning Division) is \$60,194. With this additional money I would purchase new office equipment including 3 file cabinets and a new copy machine. I would also provide GIS training for 6 department employees. I would also hire a consultant to evaluate the best way to reduce our dependency on paper and develop and implement a plan to convert existing records into an electronic format compatible with GIS. The Office of Community Development is home to thousands of engineering plans and drawings as well as commercial and residential building plans. Access to these records would be much easier with an electronic system.

FISCAL YEAR 2009 10% DECREASE BUDGET SUMMARY

10% of the Administration budget is \$24,313. Cutting personnel is not an option in this program. The only place to make a cut of this size would be from the Professional Services item. Cutting \$24,313 from this item would leave a balance of \$5,346. This item is the only means Community Development has to react and respond to unforeseen situations over the course of the year. Cutting this item would severely limit the department's ability to respond to unforeseen, pressing community needs.

PROGRAM: ENGINEERING DIVISION

PROGRAM DESCRIPTION:

Program/Service 1 - Responsible for the Design, Review, and Permanent Record Keeping of Infrastructure Improvements

The Division is responsible for the scoping, design and review of roadway, sewer, and storm drain improvements within the community. The Division is also in charge of permanent record keeping for all of these improvements.

Program/Service 2 - Implements Infrastructure Improvement Programs

The Division works closely with various regional, state and federal agencies to implement various infrastructure improvement programs. Staff reviews, and in some cases drafts, all of the construction documents and monitors the contractors and their work.

a. Pavement Management Program

The Division generates a preliminary list of streets needing repair and refines it based on the amount of available funding. Staff works with the Board of Selectmen and the Department of Public Works - Water Division to finalize the list. After Town Meeting approves the funding, Staff is responsible for insuring that work is completed in a timely fashion with the least inconveniences to residents and businesses as possible.

b. Clean Water Investigation/Remediation Program (Storm Drain System)

The Division investigates the sanitary sewer system and is responsible for evaluating the performance of the system. Staff is responsible for making sure that the upgrading of the



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system is in conformance with the United States Environmental Protection Agency, the entity with jurisdiction over the storm drain system.

c. Infiltration/Inflow Removal Program (Sanitary Sewer System)

The Division is responsible for identifying where storm water infiltrates the sanitary sewer system and how to reduce it. Staff determines the areas of concern and works cooperatively with various agencies, such as the MWRA and DEP, to remove this infiltration and to correct these problems.

Program/Service 3 - Staff Liaison to Various Committees

The Division provides administrative and Staff support to the Conservation Commission, the Traffic Advisory Committee, and the Sewer and Stormwater Advisory Committee. Additionally, staff provides support to other local and regional committees at the direction of the Board of Selectmen and Town Administrator.

Program/Service 4 - Provide Municipal Engineering Services

The Division performs traditional municipal engineering services such as flooding and water problem investigations, sewer and storm drain connection reviews, and traffic engineering evaluations.

a. Gutter Flooding Studies

The Engineering Division determines the existing gutter elevation profile and designs improvements to help eliminate standing water which can be a nuisance to private property owners.

b. Sewer and Drain Connections

The Division reviews and approves all proposed connections to the sanitary sewer and storm drain system. Staff performs field inspections to ensure compliance with approved conditions and standard construction practices.

c. Crosswalks Requests

Staff evaluates requests for new crosswalk placement to determine compliance with standard engineering practices to ensure safe placement of crosswalks.

d. Traffic Engineering

Staff works closely with the Belmont Police - Traffic Division and traffic engineering consultants to evaluate intersections for possible improvements such as new striping or four-way stop approaches.

FISCAL YEAR 2008 MAJOR ACCOMPLISHMENTS

1. Monitored the \$1.4 Million Pavement Management Program

Staff successfully monitored the \$1.4 million 2007 Pavement Management Program. This Program included reconstructing Washington Street and Cross Street, from Brighton Street to Broad Street. Improvements included the addition of four-way stop approaches

at the intersection of School Street and Washington Street and Oakley Road/Goeden Street and Washington Street. In addition, the intersection of Common Street and Washington Street was changed to improve pedestrian safety when crossing Common Street. Staff also reviewed construction documents, monitored the contractor and inspected the construction site. Traffic patterns were re-routed, which involved significant contact with the Police Department and the public.

The FY08 pavement management appropriation was increased to \$3.42 million dollars and will result in an increase in the number of streets improved in 2008. Community Development is adequately staffed and ready to oversee this work.

2. Initiated System Evaluations and Repairs to the Storm Water and Sanitary Sewer Systems -

The Division was responsible for initiating investigations and evaluations of the towns storm water and sanitary sewer system. Staff was responsible for interacting with residents and consultants, and for monitoring and overseeing the contractors and their work.

a. Clean Water Investigation/Remediation Program - Continued efforts to investigate sources of illicit sewer discharges into the storm water system in the Wellington Brook watershed.

b. Pavement Management Coordination - Performed point repairs on sanitary sewer mains and storm drain mains in preparation of spring 2008 roadway work.

c. Infiltration/Inflow Investigation - Continued performing a Sanitary Sewer Evaluation Survey (SSES) needed to allow the town to identify the sources and potential remediation options for eliminating I/I flows in the sanitary sewer system.

d. Winn Brook Neighborhood Sewer Evaluation - Prepared a report recommending possible solutions to the sewer back-up issues plaguing the Winn Brook neighborhood. Alternatives will be evaluated and a decision will be made as to how to proceed with the implementation of a solution.

3. Woodfall Road Subdivision

Staff assisted the Town Administrator with the process of disposing the land. Upon commencement of development at the site staff will work with the developer to implement all agreements including Conservation Commission decision and the agreement with the Country Club.

4. Updated 5-Year Capital Plan - Sewer & Drain

The 5-year Sewer and Drain Capital Plan was updated. Staff continues to work with the Sewer and Stormwater Advisory Committee on project proposals and funding options. Infiltration and Inflow removal and water quality improvement continue to be the major focus of the plan.

5. Reconstruction of Trapelo Road/Belmont Street Corridor

Staff continued working with our traffic consultant, the BSC Group, and the Traffic Advisory Committee on the redesign of Trapelo Road/Belmont Street. Base plan survey work was completed. 25% design drawings were completed and submitted to the Massachusetts Highway Department. Staff attended a public hearing held by Mass



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Highway. This office successfully got the project approved by MHD and applied for TIP funding.

6. Sanitary Sewer and Stormwater GIS Application

Staff continued to develop the sanitary sewer and storm drain GIS mapping and modeling program. Individual sewer and drain connections have been added to the mapping to help assist in records research and MWRA reporting requirements.

7. Reconstruction of Pleasant Street

The reconstruction of Pleasant Street reached substantial completion in FY 08. The Office's main responsibility is to liaison between the Board of Selectmen, business owners and residents, and Mass Highway. In this capacity, the Director attends project meetings as needed to insure that the Town's interests are being upheld. Additionally, the Office meets with various state agencies, Town Departments, the Historic District Commission, business owners, and residents to insure that the project moves forward in an expeditious manner, yet is respectful of the businesses and residents of the surrounding area and the Town.

- a. **Winter Work** – a request to work during the winter months, made by BRIDGES Corporation, through Mass Highway, was reviewed, processed and presented to the Board of Selectmen.
- b. **Tocci Curb Cut Request** – met with several property owners to discuss the owners desire to relocate curb cuts along their property on Pleasant Street. A successful settlement was reached with the owners.
- c. **Utility Pole Relocation** – staff worked closely with Verizon, Mass Highway, and the BSC Group to implement design changes to the proposed location of several utility poles.
- d. **Historic District Walls** – worked closely with the Belmont Historic District Commission to gain approval for construction details relative to sidewalk construction along the historic walls on Pleasant Street.
- e. **Onsite Meetings** – Several meeting were held on-site to discuss various issues such as construction details and impacts to private property.
- f. **Website Updates** – projects updates are prepared and posted on the town's website to keep residents informed about the project.
- g. **McLean Widening Plans** – Continue to work with BSC Group, Mass Highway and McLean Hospital as well as Town Counsel to get the widening plans and associated easements approved for construction.
- h. **Traffic Management** – Staff continued ongoing efforts to manage traffic with the help of the Belmont Police – Traffic Division and Mass Highway. Resident concerns are evaluated and addressed whenever possible.

8. Transfer Station Closure

Staff worked closely with Camp Dresser and McKee (CDM) and the Public Works director to develop a closure plan for the transfer station. This included gathering data on water quality sampling and test borings. Staff attended ongoing meetings aimed at determining best options for closure construction and post closure use of the site.

FISCAL YEAR 2009 OBJECTIVES

1. **Continue to Create an Electronic Data Base** - Continue to create an electronic data base of all of the paper plans and existing files contained within the Office. This is a long-term goal and will be achieved by systematically entering information (hundreds of thousands of documents) into the system. This database can then be incorporated into GIS. The ultimate completion of this objective is dependent upon the availability of Staff.
2. **Continue the Design Process for Trapelo Road/Belmont Street** - Staff will continue to oversee the design process for the reconstruction of Trapelo Road/Belmont Street. Staff will continue to push this project forward to insure that it is listed on the TIP and funded in the near future.
3. **Coordinate Pavement Management with Utility Construction** – Staff will continue to meet with the utility companies to develop a process that insures that once a road is reconstructed that utility repairs are not undertaken within a certain time period. In addition, staff will continue planning and executing sewer and drain improvements in advance of roadway reconstruction to avoid conflicts with future repair needs and a newly paved road. Cutting and patching a recently reconstructed road greatly undermines the pavement and jeopardizes the longevity of the work.
4. **Continue to Implement the 5-Year Capital Plan – Sewer & Drain** – Staff will continue to develop and implement the 5-Year Capital Plan working closely with the Sewer and Stormwater Advisory Committee. Staff will seek funding and apply for grants as needed. Emphasis will be placed on I/I removal projects and water quality improvements in the Wellington Brook watershed.
5. **Flood Insurance Mapping** – Staff will work with residents to help with the adoption of new Flood Insurance Rate Maps prepared by FEMA.

Performance/Workload Indicators

Description	FY07 Actual	FY08 Projected	FY08 Actual*	FY09 Projected
Sewer and Drain Approvals**	21	20	13	20
Files recorded electronically	1,688	1,500	1,841	2,000

* 7/1/07 – 11/5/07

**not including McLean Development

FISCAL YEAR 2009 LEVEL SERVICE BUDGET SUMMARY

The projected level service budget does not contain any requests for increases in services provided. All items except for salary have been level funded.



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FISCAL YEAR 2009 10% INCREASE BUDGET SUMMARY

Overall, 10% of the Community Development budget (not including the Planning Division) is \$60,194. With this additional money I would purchase new office equipment including 3 file cabinets and a new copy machine. I would also provide GIS training for 6 department employees. I would also hire a consultant to evaluate the best way to reduce our dependency on paper and develop and implement a plan to convert existing records into an electronic format compatible with GIS. The Office of Community Development is home to thousands of engineering plans and drawings as well as commercial and residential building plans. Access to these records would be much easier with an electronic system.

FISCAL YEAR 2009 10% DECREASE BUDGET SUMMARY

10% of the Engineering budget is \$11,387. The only place to make a cut of this size would be to the Part-time Conservation Agent position. This cut would effectively reduce the Conservation Agent hours to approximately 6 hours per week. This position has been responsible for securing grant money in the amount of \$51,855. In addition, the creation of this position was made possible by the elimination of the Assistant Director position in FY 07, a move that resulted in a savings of approximately \$65,000 per year not including benefits.

REVENUE ISSUES

Fees

Description	FY07 Actual	FY08 Projected	FY08 Actual*	FY09 Projected
Miscellaneous Copies	\$761.80	\$900	\$448.75	\$800
Contract Documents	\$300	\$200	\$0	\$200

* 7/1/07 – 11/5/07

Grants

Description	FY08 Budget	FY08 Projected	FY09 Projected	Purpose
Chapter 90	\$403,501	\$323,538	\$325,000	Road Work, sidewalk construction, curbing, signage, street trees and pavement markings

Description	FY08 Budget	FY08 Projected	FY09 Projected	Purpose
MWRA I/I Grant Loan - GIS	\$750,000 %45 grant and %55 loan	\$280,170 grant \$342,430 loan	\$550,000 %45 grant and %55 loan	Sanitary sewer and storm drain rehabilitation
US Department of Agriculture	\$0	\$51,855	\$0	Rock Meadow Restoration

Other Revenues

Description	FY07 Actual	FY08 Projected	FY08 Actual*	FY09 Projected
Applications to the Conservation Commission used to off set administrative costs	\$2080	\$300	\$387.50	\$300

* 7/1/07 – 11/5/07

CAPITAL REQUEST

Priority	Item	Amount Requested	Purpose
1	Pavement Management	\$3.8 M	To continue the ongoing Pavement Management Program



PROGRAM: INSPECTION SERVICES

PROGRAM DESCRIPTION:

Program/Service 1 - Reviews and Issues Building Permit Applications and Other Land Use Permits

The Division reviews all Building Permit applications verifying that the proposed construction meets all of the Town's Zoning By-Laws and State Building Code requirements. In addition, the Local Inspectors review sign, tent, home occupation, and newsrack placement applications making sure that they comply with the Town's Zoning and General By-Law requirements as well. Staff is also responsible for the various required inspections and issuance of Certificate of Occupancies, which indicate that a project has been completed in conformance with what was approved and State Building Codes.

Program/Service 2 - Investigates and Follows-up on Building Code and Zoning Violations

All Building Code and Zoning By-Law violations are reported and processed through this Division. Each reported violation is researched and investigated and a letter is sent to the property owner to require correction. Follow-up on these violations may include further investigation and/or pursuing legal action with Town Counsel.

Program/Service 3 - Conducts Inspections Required for Various Certificates

Staff is statutorily responsible for the annual inspections and certifications of all public places of assembly as well as performing on-site inspections of schools, hospitals, restaurants, day care centers, etc., for compliance with State Building Code requirements (safe egress, emergency lighting, and maximum capacity requirements).

Program/Service 4 - Inspects Property after it has been Damaged and Provides Recommendations for its Repair

The Division is notified of fires, accidents and/or acts of nature involving property where structural damage is possible. Immediate inspections are made and recommendations for repairs are given to the owners or builders. A report is drafted and follow-up provided to insurance companies as needed.

Program/Service 5 - Reviews and Issues Plumbing and Gas Permits

The Plumbing and Gas Inspector is contained within this Division. The Inspector is responsible for interpreting and enforcing the State Plumbing and Gas Code. He also issues permits and conducts inspections. This is a shared position with Watertown (40% to Belmont and 60% to Watertown).

Program/Service 6 - Responds to Public and Other Department's Inquiries

As the repository for all of the building records, the Division responds to a significant number of inquiries from the public and other Town Departments. Staff also works closely with the Zoning Board of Appeals, Planning Board, Historic District Commission, and the Board of Health.

FISCAL YEAR 2008 MAJOR ACCOMPLISHMENTS

1. Issued Building Permits (07/01/07 – 11/05/07)

- 360 Building Permits; Projected 750
- 224 Plumbing Permits; Projected 515
- 135 Gas Permits; Projected 330

Corresponding dollar amounts for the permits are provided under the budget summary listed below. Information on the number of tent, home occupation, signs, and news rack applications are provided under the Performance/Workload Indicators listed below as well.

2. Processed Code Enforcement Complaints

47 code enforcement complaints were reviewed and disposed of (07/01/07 – 11/05/07); projected 150. Staff performed investigations, drafted letters, and provided follow-up. Some of these complaints also required corresponding with Town Counsel.

3. Processed Zoning Board of Appeals/Planning Board Cases

27 Zoning Board of Appeals cases and 5 Planning Board cases were processed and administered (07/01/07 – 11/05/07); projected 35 Zoning Board of Appeals and 5 Planning Board cases. In keeping with past trends these cases were more complicated and involved a significant amount of inquiry from the residential abutters. Additionally, recent amendments to the Zoning By-Laws required more discussion than in prior years.

4. Continued to Implement the Re-development Plan for McLean

The Office continued to implement the re-development plan for McLean. Several significant activities occurred this past year including:

- a. **Issued Building Permits and Occupancy Certificates for Woodlands Townhouses** - Since construction began, 57 permits have been issued for Zone 1A and Zone 1B generating \$277,876 in permit fees. A total of 39 occupancy permits have been issued to date.
- b. **Construction of Olmsted Drive** - The staff continued to meet with contractors and McLean Hospital representatives to discuss the widening of Pleasant Street and the construction of Olmsted Drive.
- c. **Assisted Living Development** – Staff has met several times with the developer to review aspects of the proposal ensuring compliance with the site plan approval.
- d. **American Retirement Corporation Sewer Appeal** - Staff spent a considerable amount of time providing information and testimony in an appeal case over the issuance of the sanitary sewer discharge permit for the ARC development.



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e. Waverley Woods Development - Staff spent considerable time meeting with developers and reviewing plans for the construction of this development. Six permits were issued generating \$82,740 in permit fees.

5. Increased Code Enforcement

Continued the scheduled, well defined code enforcement campaign aimed at achieving compliance with the Zoning by-law and General By-law. Commercial and residential properties were each evaluated for compliance and, when necessary, cited for violations.

6. Express Permitting

Continued the express permitting, a program designed to immediately process and issue certain types of building permits. This has been a major success for the department and has received lots of positive feedback

FISCAL YEAR 2009 OBJECTIVES

- 1. Implement new permitting software that is GIS Compatible - New software is being developed which will be easier to use and will allow the department to graphically track permits and inspection requests.
2. Continue to Streamline the Building Permit Process - The office will review the building permit process to determine if there is any possible ways to further streamline it.
3. Accept Electronic Submissions - With the arrival of new permitting software, we will work with IT to develop a system that allows building permit applications and corresponding documentation (and other land use applications) to be submitted electronically.
4. Overhaul Record Keeping - This is an ongoing item where the ultimate goal is to make filing and accessing records more efficient and to insure that the records are GIS compatible.
5. Issue Permits and Conduct Inspections Expeditiously -
6. Continue to Inspect and Monitor All Construction Activities at Mclean - Construction of the townhouses & Waverley Woods continues. Construction of Olmsted

Drive (provides vehicular access to assisted living and office development sites) is almost complete and the construction of the assisted living facility, ARC, is expected to begin in FY 08. OCD will continue to inspect and monitor all of these activities.

Performance/Workload Indicators

Table with 5 columns: Description, FY07 Actual, FY08 Projected, FY08 Actual*, FY09 Estimate. Rows include Building Permits issued, Other Permits, Code Enforcement Complaints, Certificates of Inspection, Gas Permits issued, Plumbing Permits issued, and Zoning Board of Appeals.

* 7/1/07 - 11/5/07

FISCAL YEAR 2009 LEVEL SERVICE BUDGET SUMMARY

The projected level service budget does not contain any requests for increases in services provided. All items except for salary have been level funded. The Professional Services item exists to cover the cost of mandated plumbing and gas inspections in the absence of the regular Plumbing and Gas Inspector.

FISCAL YEAR 2009 10% INCREASE BUDGET SUMMARY

Overall, 10% of the Community Development budget (not including the Planning Division) is \$60,194. With this additional money I would purchase new office equipment including 3 file cabinets and a new copy machine. I would also provide GIS training for 6 department employees. I would also hire a consultant to evaluate the best way to reduce our dependency on paper and develop and implement a plan to convert existing records into an electronic format compatible with GIS.



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FISCAL YEAR 2009 10% DECREASE BUDGET SUMMARY

10% of the Inspectional Services budget is \$24,494. The only place to make a cut of this size would be to the two Full-time Inspection/Engineer positions. Reducing the Full Time Wage item to \$99,987 would result in a reduction of work hours per week for each position.

REVENUE ISSUES

Fees

Table with 5 columns: Description, FY07 Actual, FY08 Projected, FY08 Actual*, FY09 Projected. Rows include Building Permits, Plumbing/Gas, Sign/Tent/Home Occupation Certificate of Inspection, News Racks, and Zoning Board of Appeals, Planning Board.

* 7/1/07 - 11/5/07

Other

Table with 5 columns: Description, FY07 Actual, FY08 Projected, FY08 Actual*, FY09 Projected. Row includes Project Construction Values.

* 7/1/07 - 11/5/07

These values are based on the value of construction associated with the building permits issued during the fiscal year. Though this is not a direct revenue stream for the Town, it does increase the assessed values of property that in turn increases tax revenues for the Town.

PROGRAM: PLANNING DIVISION

DESCRIPTION: The Planning Division provides services to the Town in four broad areas.

1. Professional Planning Services

This is the major activity of the division encompassing approximately 60% of the work performed and often extends over several years. Tasks within this activity include: plan development and implementation, research activities and studies relating to new or revised zoning by-law amendments, grant writing and management, and interacting with specific neighborhood residents and the general public.

Planners review all grant programs for opportunities that the Town could secure for various funding purposes. Staff researches and writes grant applications. If the application is approved, planners are responsible for drafting Requests for Proposals (RFPs), selecting and contracting with appropriate consultants.

Recent examples of planning projects include:

- Cushing Square Revitalization - With the assistance of a contract employee, staff conducted research on overlay districts as economic development tools and held multiple meetings with Cushing Square business owners and neighborhood residents.
• Re-development of the Our Lady of Mercy site within the Oakley Neighborhood Area - Staff researched various State statutes, met with neighborhood residents, potential developers, the Belmont Housing Trust, secured grant funds and hired a consultant to assist in drafting a zoning proposal for the site.
• Re-use planning for the Belmont Center Fire Station - Staff examined the current zoning regulations to determine allowed uses and dimensional standards for this municipal site. Together with the Belmont Center Planning Group a list of preferred uses was developed. Staff assisted in the drafting of an RFP for reuse of the site and in review of the proposals submitted.
• Expansion of the LBIII Commercial Zone in the Hull Street area - Staff provided advice for a citizen's sponsored petition to rezone a portion of Trapelo Road between Hull and Walnut Streets.



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- Trapelo Road/Belmont Street Corridor Study - Planning staff were awarded funds and hired a consultant to conduct a study of this corridor from the Waltham to the Watertown line. The study was to examine the future development of this corridor, suggest zoning changes, and coordinate the ongoing transportation improvements study of the corridor with the potential land use redevelopment of the area. The primary role of the division involved the monitoring and supervision of the consultant and overall grant management.
- Update to the Open Space Plan - Staff continued to gather data and update the 2001 Belmont Open Space Plan.
- Residential Parking Regulations - At the request of the Zoning Board of Appeals, the Planning Board undertook an examination of the Town's residential parking policies. Staff reviewed zoning policies related to the use of residential property for parking purposes. A draft paper was submitted to the Board for review.

2. Project Related Services

Currently approximately 20% of the Divisions staff time is related to various project development and/or review activities. Under project development, staff meet with developers to review preliminary plans, to discuss and provide input into potential projects, and to facilitate meetings with residents to identify potential concerns and support. Review activities involve services associated with projects that are beyond the conceptual phase and in some cases have begun construction. Services include initial review of all applications for Special Permit, Variance, and Site Plan Review; review of proposed storm water and infrastructure systems related to the development; and review of plans for conformity with zoning and parking regulations.

Examples of recent developments that have required project related services by division staff include:

- McLean Hospital Development - Oversight and review of the storm water and infrastructure systems related to the re-development of the McLean Hospital campus is the responsibility of the Planning Division. Staff contracts with appropriate consultants and oversees the consultant selection process. Staff attends monthly meetings of the McLean Construction Coordination and Implementation Agreement committee. Staff also monitors the various projects to insure compliance with the site plan approval conditions.
- Waverley Woods Affordable Housing Development - Supporting the efforts of the Belmont Housing Trust, the Division developed and issued a Request for Proposals for Development of Affordable Housing on Zone 6 of the former McLean Hospital property (referred to as Waverley Woods). Staff worked with the selected developer to submit the proposal for site plan review, solicited a consultant for review of the

proposed storm water management system, and supported the Planning Board during the review process. Staff continues to support the developer through the funding and permitting process.

- Belmont Uplands 40B Proposed Project - Staff, acting as project manager, provided support to the Zoning Board of Appeals for the review of the proposed 299 unit apartment building at the Belmont Uplands site. The Planning Division developed Requests for Proposals for Consultant Services to review plans. Staff coordinated consultant reviews and coordinated Town Department/Commission reviews. Staff provided recommendations to the Board on various aspects of the development including traffic and parking, sewer system design, and open space considerations.
- Belmont Center Fire Station - Planning staff provided review comments and recommendations in the selection of the winning bidder. Staff is now preparing to assist the Planning Board, the Zoning Board of Appeals and the developer through the site plan approval and subsequent permitting process for the proposed development.
- 58-70 Concord Ave., Sandler Skate Shop - Staff coordinated meetings with owner's representative, prospective tenants, and neighborhood residents to develop conceptual plan for redevelopment of site.
- Miscellaneous Site Plan Reviews - Staff review all site plan reviews and Special Permit applications submitted to the Planning Board and/or Zoning Board of Appeals. Staff communicates with applicants and insures all requested and required documents are submitted. Reviews have included the proposed Senior Center project, the proposed building at 495 Common Street, the new restaurant proposed at 345 Common Street, the Waverley Woods project, the Waverley Square Fire Station and several smaller commercial and residential projects.

3. Public Services

Staff planners are available on a daily basis to respond to questions from residents, developers, property owners and other interested parties. Planners perform this function in person, via electronic mail and by telephone. Individual meetings on specific issues or projects are scheduled during regular business hours. Information on all planning projects and issues is organized and available for public viewing both in person and on the Town's web site.

The Division represents the Town at local, regional and state meetings and planning activities involving land use matters. The Planning Coordinator is the staff liaison to the Metropolitan Area Planning Council, represents the Town at all West Metro HOME Consortium meetings and attends meetings of the Belmont-Lexington-Waltham Sub-Area Traffic Advisory Committee. Planners frequently interact with staff at the state Department of Housing and Community Development on housing and other land use concerns. For example, planners represented the Town at meetings with state housing



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officials on the development of the affordable housing units on B Street, on the Boston Habitat for Humanity development, on the Waverley Woods affordable housing development and on the possibility of creating a 40R Smart Growth Overlay Zone in Belmont. Planners commonly attend meetings of local interest and/or neighborhood groups to speak about specific projects or concerns.

Approximately 10% of staff time is devoted to addressing questions and comments from the public and attending various planning related meetings.

4. Administrative Services

Administrative services refer to the work performed for various Town Boards and Committees by the Planning Division and is estimated to occupy the remaining 10% of the Divisions time. The Planning Division provides staff support to these various committees in addition to offering guidance on land use issues to the Board of Selectmen, Planning Board, Town Administrator and other committees and departments as needed.

The Division staffs and provides administrative support regularly to the [Planning Board](#) and [Zoning Board of Appeals](#). This support includes agenda and minutes preparation. Over the past year, staff has drafted 'rules and regulations' for the Planning Board to provide guidance and standards for individuals and developers during the various Planning Board review processes.

Planners also staff temporary committees such as the Waverley Square Fire Station Re-Use Steering Committee and the Belmont Center Planning Group. Planners arrange meetings, conduct research, draft detailed position papers and various reports, attend all meetings and provide technical advice to guide policy decisions for each of these entities.

The Planning Coordinator is responsible for administering the local HOME program. This includes attending various meetings and workshops as the Town of Belmont representative, insuring that all the required housing documents are drafted and filed in a timely manner, maintaining the Town's HOME budget, reviewing and submitting requisitions for payments, and working with various consultants to develop affordable housing initiatives. The Planning Coordinator also meets frequently with the Belmont Housing Trust to insure that the use of the HOME funding advances their objectives.

The Board of Selectmen commonly appoints temporary planning committees (i.e. the Capital Projects Overview Committee). These committees are usually given a mandate to study a specific issue within a pre-determined time frame and a directive to return to the Board with written recommendations. The Planning Division is usually responsible for supporting and coordinating the activities of these committees. Staff typically performs all of the administrative duties such as arranging and posting meetings, providing technical and secretarial support, researching and producing position papers, drafting final reports and attending all meetings. Staff drafts detailed Requests for Proposals (RFP's) to select and retain professional consultants to assist the committees when necessary. The Belmont Center Planning Group, Waverley Square Fire Station Re-

Use Committee, Bikeway Planning Committee, Alewife Study Committee, and the McLean Implementation Committee are examples of temporary committees that have been or are now staffed by the Planning Division.

JULY 1, 2006 - JUNE 30, 2007 MAJOR ACCOMPLISHMENTS

- 1. Coordinated the Approval of the Cushing Square Overlay Zone**
Brought in consultant utilizing professional service funds. Reviewed all consultant reports and provided direction on consultant activities. Staff coordinated and attended several public discussions and presentations. Consultant and staff worked with Planning Board to develop dimensional and design criteria included in Overlay by-law. Staff and Consultant prepared power point presentation for Town Meeting presentation.
- 2. Continued to Implement the McLean Re-development Plan**
 - A. McLean Zone 6 Affordable Housing RFP**
Staff worked closely with the Housing Trust and consultant to draft an RFP for the construction of affordable housing at Zone 6. Staff met with the Trust and the consultant to resolve outstanding issues that arose from time to time regarding this development. Staff administered the RFP and helped coordinate the selection of a developer.
 - B. McLean Zone 6 Site Plan Review**
Staff assisted the developer in gaining site plan review approval from the Planning Board for this project.
 - C. McLean Zone 6 Zoning Amendment**
Staff worked with the Belmont Housing Trust and Town Counsel to draft a zoning amendment that rectified a discrepancy that occurred when the zoning for Zone 6 of the McLean development was adopted in 1999. The revised language clarified that up to 40 units of affordable housing will be allowed in this zone as was originally intended. Amendment was brought to the 2006 Special Town Meeting.
 - D. McLean Zone 6 Development**
Staff completed the required paperwork so that the approved development could access the Town's HOME funding.
 - E. Construction of Northland Townhouses**
Construction of the townhouses began in earnest this past year. Staff will continue to monitor the construction of the townhouses to ensure that these projects meet the requirements of the 2001 Design & Site Plan Approvals issued by the Planning Board. Staff was able to hire Consultant to review construction of infrastructure (Stormwater system, driveways/roads) needed to support Townhouse development. Additional funds will be required to continue review as construction continues.
 - F. Construction of Olmsted Drive**
Engaged consultant to review proposed Stormwater management system related to driveway construction. Review resulted in modifications to original plan. Staff discussed with McLean Hospital proposed change to stone wall and recommended



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minor changes prior to presentation to Planning Board for their approval. Construction of road began in fall of 2006.

- 3. Coordinated the review and public hearing process for the Belmont Uplands 40B proposal.**
Staff provided administrative and professional support to the Zoning Board of Appeals for their review of this project. Staff attended all meetings. Staff developed RFP's for professional review of storm-water, waste-water, traffic and environmental impacts and review of proposed systems and mitigations. Staff oversaw the review process including timely presentations of reviews. Staff coordinated all materials submitted to the Board and provided summaries of issues and comments related to the project. Zoning Board of Appeals approved the application with conditions in February of 2007.
- 4. Coordinated Belmont Center Planning Group**
Staff provided significant support to the Belmont Center Planning Group (BCPG). The Office provided administrative support posting meetings and distributing relevant information for each meeting. A draft report was submitted to the Board of Selectmen.
- 5. Investigate creation of Chapter 40R Overlay Zoning District**
Staff met with Oakley Neighborhood Association and gained support for a potential 40R Smart Growth Overlay zone. Staff submitted a grant application and the Town was awarded \$10,000 to hire a consultant to assist in drafting zoning language and seeking Town Meeting approval for the smart growth zone. Staff met with prospective developers and continued to meet with the neighborhood association to craft an acceptable proposal.
- 6. Update the Town's Open Space and Recreation Plan**
Staff is providing support for the update to the Town's Open Space and Recreation Plan. An ad hoc committee of Conservation Commission and Planning Board members is providing guidance to Staff efforts. Staff is collecting new data and information and rewriting or updating the existing plan.
- 7. Submitted Grant Application for Design of an Elevator in one of the Waverly Oaks Buildings**
Staff worked with the Belmont Housing Authority and the Council on Aging to again prepare and submit a Community Development Block Grant application for the hiring of a consultant to provide design services for an elevator at one of the elderly housing buildings owned by the Housing Authority.
- 8. Continued to implement the Trapelo Road/Belmont Street Corridor Study**
 - A. Create Distinct Areas**
Staff began a process of developing appropriate zoning for "transitional zones." Under Planning Board direction, staff is researching Benton Square, Palfrey Square, Central Square and other LBIII zoning districts and prepared preliminary reports on these areas. Staff utilized GIS mapping for these reports.

- B. Investigate Changes to Waverley Square Zoning**
Under direction of the Planning Board, staff began the process of studying the Waverley Square area for potential economic development and supportive zoning modifications.

9. Drafted Various Zoning Amendments

- A. Reduce Size of Standing Signs**
In an effort to continue to revitalize the commercial areas, staff proposed reducing the allowable size of free-standing signs to a more appropriate size in the LBI districts. Staff surveyed existing free-standing signs and drafted zoning amendments which were presented to the 2006 Special Town Meeting
- B. Citizen Petition to Expand LBIII District at Hull Street**
After dismissing the original citizen's petition amendment at the 2006 Annual Town Meeting, staff worked with the proponent and Town Counsel to re-write the amendment to allow an additional use at his property. The re-written zoning amendment was presented and passed at the 2006 Special Town Meeting.

10. Set Goals and Established 2007 Work Plan for the Planning Board

Staff worked with the Planning Board to draft goals and establish a work plan for the Board. This was initiated in order for the Board to be proactive and to continue to implement various plans that have been supported by the Board of Selectmen. Staff is assisting the Planning Board in implementing these goals, which are listed within the FY08 Objectives of this budget.

11. Drafted Planning Board Rules and Regulations

To facilitate planning board review of projects staff prepared a draft set of rules and regulations. These rules clearly establish procedures for submitting an application to the Board and establish standards and guidelines for interpreting the zoning by-law.

12. Recommendations on Residential Parking Provisions

At the request of the Zoning Board of Appeals and the Board of Selectmen, planning staff researched existing Town policy and drafted a working paper on residential parking issues in the Town. The paper formed the substance of a draft memo to be presented to the Board of Selectmen for their consideration.

13. Improve the Office of Community Development Internet Home Page

The Office of Community Development and specifically the Planning Division continue to lead the way for municipal departments on the effective use of the internet. The Planning Division consistently updated and improved the content of its web page and added new information in a timely manner. New planning projects were given their own pages and were linked with the index on the Town's web site. Virtually all applications, documents, zoning by-laws (existing and proposed) and the zoning map are available in electronic format. Planners relied heavily on the internet to dispense information to the public during the Waverley Square Fire Station Re-Use planning study and the Chapter 40B Application for 300 units of affordable housing at the Belmont Uplands.



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FISCAL YEAR 2008 PROJECTED ACCOMPLISHMENTS

- 1. Continue to Administer and Implement the McLean Land Use Plan.
2. Adopt 40R Smart Growth Overlay Zone for Our Lady of Mercy Properties.
3. Develop and adopt design guidelines for the 40R Smart Growth Overlay Zone.
4. Begin Analysis of Waverley Square Area for Potential Rezoning
5. Provide support to Belmont Center Planning Group to complete their report to the Selectmen on "the Vision for Belmont Center".
6. Submit grant application to fund a consultant to develop draft design and streetscape guidelines for Belmont Center.
7. Review and revise zoning article on use of parking areas owned by religious institutions for other parking purposes.
8. Review and revise zoning article on by-right use of commercial property for banks, automatic teller machines, and drive through windows.
9. Complete update of Town's Open Space and Recreation Plan.
10. Develop scope and budget for a "Town of Belmont Comprehensive Plan."
11. Work with property owners to initiate and support projects that lead to the redevelopment and revitalization of Cushing Square.
12. Continue to support efforts to reuse vacant properties along Concord Avenue.
13. Propose Rules and Regulations for adoption by Planning Board
14. Complete review of residential parking issues within the Town.
15. Clarify Process of Site Plan Review of Cellular Antenna
16. Continue to enhance the Division's use of the internet as a vehicle to make information available to the public in a timely manner.
17. Investigate the possibility of creating an Incentive Zoning by-law,
18. Clarify definition of "Comparable" unit in inclusionary housing by-law.
19. Continue administration of the Town's HOME funds.

FISCAL YEAR 2009 OBJECTIVES

- 1. Continue to Administer and Implement the McLean Land Use Plan.
2. Adopt Revitalization Plan and Rezoning Initiative for Waverley Square
3. Adopt Design Guidelines and Complete Transportation Analysis for Belmont Center.
4. Propose Zoning Changes to Address Benton, Central and Palfrey Squares and the Concord Avenue Corridor.
5. Update the zoning map and create it in an electronic format so that it would be easily translated to GIS.
6. Complete implementation of GIS software for Division use.
7. Continue administration of the Town's HOME funds.
8. Conduct public meetings and prepare CDBG grant application for paving roads abutting Belmont Housing Authority properties.
9. Continue to work with property owners to initiate and support projects that lead to the redevelopment and revitalization of Cushing Square.

- 10. Continue to support efforts to reuse vacant properties throughout Town.
11. Adopt Rules and Regulations for Planning Board.
12. Draft Zoning Amendments addressing 'mansionsion', 'demolition delay', and 'historic accessory structures'.
13. Conduct research on use of 'Form-Based Zoning' in Belmont.
14. Continue to enhance the Division's use of the internet as a vehicle to make information available to the public in a timely manner.
15. Continue to provide staff support to Planning Board, Zoning Board of Appeals, and other temporary committees as directed by Board of Selectmen.

DEVELOPMENT OF A TOWN OF BELMONT COMPREHENSIVE PLAN

The Planning Board strongly believes that development of a Comprehensive Plan will greatly benefit the future of the Town. With several major capital projects looming, capital improvement planning being developed, and the extreme fiscal constraints facing the Town, the Board believes the time is ripe to discuss the merits of Comprehensive Planning.

The town's last Comprehensive Plan was adopted in 1963 and the Zoning By-Laws were last significantly updated in 1988. Since that time, over the past 10 to 20 years, there have been significant changes and new factors to consider. A Comprehensive Planning process would promote substantive public discussion and real assessment of alternative priorities, helping to build consensus around policies to guide the steps the community will take as we move to preserve and improve the assets and character of our town. For example, a community-supported Comprehensive Plan would have been very helpful as a guide in the Star (now Shaw's) Supermarket development and would have identified and provided direction for many of the issues raised by the McLean development process. A Comprehensive Plan would provide guidance for the further redevelopment of Waverley Square and help us focus on questions such as how should we balance the needs of auto-oriented businesses with the need for our business centers to be pedestrian friendly. A Comprehensive Plan would also be an important guide as we continue work on the Belmont Street/Trapelo Road corridor and begin to examine the future of South Pleasant Street and the Concord Avenue/Brighton Street districts.

Additionally, the Town has recently engaged in considerable planning work and produced independent studies and documents reflecting sometimes competing interests. There is a great benefit to thinking together about how to manage and balance things such as traffic, density, design, open space and the needs of businesses and of residential neighborhoods to produce a consensus to guide us as we seek to remain a vibrant and inviting community. A Comprehensive Plan will help us systematically address the ideas generated from all of this work and bring them together.

Finally, a Comprehensive Plan would also help us prepare to update the Zoning By-Laws. In 1988, the year of the last major zoning revision, many of the changes enacted were responses to certain projects that people felt were grossly out of character with their surroundings. Areas



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were zoned weighing more heavily what people wanted than what uses existed, with the emphasis on protecting residential interests, sometimes to the neglect of commercial interests. Since then, the Planning Board has sought to balance the needs of residential and commercial uses and respond to new interests. Town Meeting has adopted more than 120 amendments to the By-Laws, including whole new sections, and more amendments are expected. Other factors that warrant a new comprehensive look at the By-Laws, include: current and projected demographic changes, the fact that much of the built environment is non-conforming, the changes in people's expected standards for housing and the need for affordable housing, environmental concerns, the promotion of smart growth principles, and significant shifts in the economy. Additionally, a Comprehensive Plan allows the Town to investigate new thinking about how zoning can best serve a community. For example, planning professionals are developing a concept called form-based zoning, which focuses regulation on the physical form of buildings - height, setback, design, etc. - while allowing for more flexibility in their use. Given recent interest in promoting economic development and pedestrian scale through mixed use in the Town squares, such an approach might be beneficial in Belmont. A new Comprehensive Plan would enhance our understanding of the broad interests of the town and its citizens as we approach the revision of the by-laws.

The Planning Board would initiate and be responsible for this effort. A Request for Professional Services would be issued and a consultant hired. The consultant would be responsible for developing the scope of the plan, collecting data, coordinating public input, and production of the Plan with administrative assistance from the Town's Planning Division staff.

It is estimated that development of a comprehensive plan would occur in two phases. During the first phase, the scope of the Plan would be determined through a review of existing plans and documents, followed by outreach to the community involving as many people as possible. The Planning Board views development of the scope as critical to insuring a Comprehensive Plan that addresses the issues, concerns, and aspirations of the community. The Scope of Services will be crucial to ensuring an active, working document that does not simply occupy shelf space. Data collection would also begin during this time. The second phase would be dedicated to assimilating and amalgamating the information, developing consensus among officials and the public on policy directions, and producing the plan.

The Comprehensive Planning process requires a significant commitment of financial resources and staff time. Recognizing that significant planning work has already occurred, the Board estimates that a Comprehensive Plan for Belmont would cost \$130,000. This estimate is based on a survey of various municipalities that have recently (within the last 5 years) completed a master planning process. The cost could be spread over 2 fiscal years corresponding to the two phases of plan development. Rewriting the zoning by-law would be a separate project following adoption of a Comprehensive Plan. The cost for FY09 is included as a special line item in the proposed FY09 Budget. Because it is a special project, the cost is reflected in all three FY09 budget scenarios.

Performance/Workload Indicators

Description	FY06 Actual	FY07 Estimate	FY08 Projected
Staff Planning Board and Zoning Board of Appeals meetings	50	61	50
Staff temporary committees & misc. Selectmen meetings as directed	44	35	38
# of ZBA and Planning Board Cases	58	50	50
# of Residential vs. Commercial Applications	37/21	32/13	35/15
# of Zoning Amendment Public Hearings		10	12

REVENUE ISSUES

Fees

Description	FY06 Actual	FY07 Budget	FY07 Projected	FY08 Projected
Zoning Board of Appeals	\$10,900	\$10,000	\$10,000	\$10,000
Planning board	\$750	750	\$750	\$1000



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Grants

Description	FY07 Budget	FY07 Projected	FY08 Projected	Purpose
MassHousing Priority Development Fund (PDF) Planning Assistance	\$10,000	\$32,900	NA	A one-time grant to implement Chapter 40R at Our Lady of Mercy Church
Enterprise Green Community	\$45,000	\$45,000	NA	A one time grant for green building technology at Waverley Woods
Department of Housing and Community Development Housing Stabilization Fund (HSF)	\$750,000	\$750,000	NA	A one time grant to construct 40 units of housing at Waverley Woods
Low Income Housing Tax Credits	\$6 Million	\$6 Million	NA	To be used to construct Waverley Woods

Other Revenues

Description	FY06 Actual	FY07 Budget	FY07 Projected	FY08 Projected
HOME Funds (OCD is the administrator of these funds in cooperation with the Belmont Housing Trust. These funds are used to preserve, maintain and construct affordable housing.)	\$112,329	\$106,716	\$110,000	\$106,146

FISCAL YEAR 2009 LEVEL-SERVICES BUDGET

For FY08, the Professional Services budget was increased by \$25,000 to allow for inspection of infrastructure and storm water drainage systems installed as part of the McLean development project. Due to the downturn in the economy, that development has progressed at a slower pace than expected. The division now anticipates that the Assisted Living facility will begin construction in late Fall/early Spring 2008/09 and work on the R&D facility is not expected to begin until late spring 2009. Of the \$25,000 appropriated for McLean inspectional services, approximately \$12,000 will be uncommitted and unexpended at the end of FY08. However, these funds are added to our FY09 Professional Services budget in anticipation of the start-up of the Assisted Living and R&D components of the McLean Development.

The remaining \$25,000 in the professional services line item represents a level funded budget from that in FY08 and is sufficient to meet the objectives outlined above.

FISCAL YEAR 2009 LEVEL-SERVICES PLUS 10% BUDGET

For FY09 the division recommends the following added objectives:

1. Initiate Study of South Pleasant Street area for prospective economic development initiatives and rezoning.
2. Issue RFQ for Consultant to prepare Comprehensive Plan for the Town.

In addition, the division anticipates the need for identifying and applying for funding to assist in financing the comprehensive plan effort, to support implementation of the recommendations of the Belmont Center Planning Group, and to secure public funds in support of private development in Cushing Square.

The Professional Services line item is increased by \$15,000 to allow the hiring of a consultant to supplement staff's work on Waverley Square rezoning and to begin the analysis of the South Pleasant Street area. Again, \$12,000 of the Professional Services budget represents funds appropriated in FY08 for McLean Inspectional Services but expected to be expended during FY09.

FISCAL YEAR 2009 LEVEL-SERVICES LESS 10% BUDGET

A 10% reduction in services for FY09 would represent the elimination or reduction of the following services (in priority order).

1. Propose Zoning Changes to Address Benton, Central and Palfrey Squares and the Concord Avenue Corridor.
2. Conduct public meetings and prepare CDBG grant application for infrastructure improvements in low income housing areas of Town.
3. Conduct research on use of 'Form-Based Zoning' in Belmont.

This reduction would be accomplished with a reduction in the professional services line item from \$37,000 to \$32,000. Because \$12,000 of the Professional Services budget represents



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funds appropriated in FY08 for McLean Inspectional Services but expected to be expended during FY09 a reduction of \$5,000 represents a net reduction of 20% (\$25,000 to \$20,000). No purchases of office equipment are anticipated for FY09 thereby reducing the budget request by \$5,550. An additional \$550 has been trimmed from several operating categories as a result of the reduction in services. The net budget request for FY09 would be \$228,401 which is a 10.8% reduction from the FY08 approved budget.



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Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>COMMUNITY DEVELOPMENT ADMIN.</u>								
Personal Services	147,554	172,054	180,927	191,160	200,324	200,324	200,324	200,324
Other Expenses	36,892	26,886	41,301	41,001	46,152	99,901	21,839	46,152
Capital Outlay			-	-	795	6,445	795	795
TOTAL COMMUNITY DEV. ADMIN.	184,446	198,941	222,228	232,161	247,271	306,670	222,958	247,271
<u>PLANNING</u>								
Personal Services	156,507	189,609	194,810	202,253	220,381	220,381	220,381	220,381
Other Expenses	40,183	27,317	55,900	29,417	42,650	108,550	37,350	42,650
Capital Outlay	-	-	5,550	4,000	-	-	-	-
TOTAL PLANNING ENGINEERING SERVICES	196,690	216,926	256,260	235,670	263,031	328,931	257,731	263,031
Personal Services	14,611	91,514	101,393	103,037	109,637	109,637	98,421	109,637
Other Expenses	2,140	6,686	3,145	3,145	3,145	3,145	3,145	3,145
TOTAL ENGINEERING SERVICES INSPECTION SERVICES	16,751	98,201	104,538	106,182	112,782	112,782	101,566	112,782
Personal Services	216,136	186,073	197,193	194,714	195,838	195,838	171,344	195,838
Other Expenses	33,344	37,927	39,063	39,063	43,028	43,028	43,028	43,028
TOTAL INSPECTION SERVICES	249,481	224,000	236,256	233,777	238,866	238,866	214,372	238,866
<u>TOTAL COMM DEVELOPMENT</u>	<u>647,368</u>	<u>738,068</u>	<u>819,282</u>	<u>807,790</u>	<u>861,950</u>	<u>987,249</u>	<u>796,627</u>	<u>861,950</u>



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DEPARTMENT STAFFING SUMMARY

POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
			FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-09 Level	FTE FUNDED	AMOUNT	FY08-09 Level
Director	40	Mgmt	1.00	1.00	78,333	109,666	1.00	1.00	108,613	1.00	111,872	3.00%	1.00	111,872	3.00%
Admin. Asst. III Planning/Econ. Devel. Mgr.	40	SEIU	1.00	1.00	19,085	22,902	1.00	1.00	47,819	1.00	49,683	3.90%	1.00	49,683	3.90%
Planning Coordinator	40	Mgmt Non-Union	1.00	1.00	70,105	98,147	1.00	1.00	86,805	1.00	89,409	3.00%	1.00	89,409	3.00%
Admin. Asst. I	40	SEIU	1.00	1.00	16,465	19,758	1.00	1.00	33,595	1.00	37,292	11.00%	1.00	37,292	11.00%
Inspect./Enforcement Officer	40	SEIU	1.00	1.00	24,337	29,208	1.00	1.00	67,109	1.00	69,724	3.90%	1.00	69,724	3.90%
Inspect./Enforcement Officer	40	SEIU	1.00	1.00	24,337	29,208	1.00	1.00	52,153	1.00	54,757	4.99%	1.00	54,757	4.99%
Admin. Secretary	25	SEIU	0.63	0.63	15,148	18,178	0.63	0.63	19,769	0.63	20,924	5.84%	0.63	20,924	5.84%
Resident Engineer	40	SEIU	1.00	1.00	25,653	30,783	1.00	1.00	59,617	1.00	66,782	12.02%	1.00	66,782	12.02%
Conservation Comm. Agent	13.5	Non-Union				25,000	0.30	0.30	25,000	0.30	25,000	0.00%	0.30	25,000	0.00%
TOTALS			8.63	8.63			8.93	8.93	573,239	8.93	600,384	4.74%	8.93	600,384	4.74%



DEPARTMENT: Public Works

Public Works

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

Administration

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

Highway Division

Highway Maintenance

Highway Division repairs, patches, clean, and signs Belmont's 78 miles of public roads and 97 miles of paved sidewalks. In addition, the Highway Division cleans, installs signage and performs minor maintenance work on 8 miles of private ways. Highway personnel paint crosswalks, center and parking lines. All public and private roads are cleared and treated by the Highway Division during snow and ice conditions. The Highway Division maintains a 24 hour per day, 7 day per week emergency response capability for all programs.

Sanitary Sewer Maintenance

The Highway Division is responsible for the maintenance, construction and repair of the sanitary sewer system. This includes 76 miles of main lines and 6,700 service lines to buildings on both public and private ways. The division also maintains two sanitary sewer pumping stations. Complete maintenance of all service connections to buildings is provided at no cost to residents. This program is user fee funded and sanitary sewer fees are based on 100% of metered water consumption with the rates set annually by the Board of Selectmen.

Stormwater Maintenance

The Highway Division is responsible for the maintenance, construction and repair of the storm drain system. This includes 54 miles of main lines and 1,900 catch basins. As the local brooks, streams and water bodies are receiving waters for the storm drain system the Highway Division provides maintenance of these resources. Maintenance of all service connection to buildings is provided at no cost to residents. This program is user fee funded and sanitary sewer fees are based on 100% of metered water consumption with the rates set annually by the Board of Selectmen.

Municipal Garage

The Highway Division manages a Central Fleet Maintenance operation for all town-owned vehicles. Staff provides a wide range of vehicle maintenance and repair service at this facility. Central Fleet Maintenance also provides valuable resources to all other departments because of their mechanical expertise. Waste motor oil recycling is available for town residents at this facility. This is the base facility for all Highway Division operations and provides storage for all Highway Division vehicles and equipment. The Highway Garage also stores vehicles from Council on Aging, Health Department, Office of Community Development and the DPW Parks and Facilities Group.

Forestry Service

Under the direction of the Tree Warden, the Highway Division contracts with a tree service company to care for, remove, and plant the 10,000 or so public shade trees. This program provides the resources to care for and sustain our urban forest. The department continues to have staff from the Highway Division and the Tree Warden work with the Shade Tree Committee and Belmont Garden Club to coordinate the care for public shade trees.

Delta and Grounds Maintenance

The Highway Division is responsible for 52 separate deltas, islands and public spaces totaling about 53 acres; the largest single location is Clay Pit Park. This program supports the cleaning, planting, mowing and maintenance of these properties. Highway Division staff works closely with volunteers from the Belmont Garden Club to beautify the town.

Solid Waste Collection and Disposal

This program provides trash collection and disposal, recycling collection and marketing and yard waste collection and commercial composting by contract to serve all 10,300 residential dwelling units. Also supported is the Transfer Station site on Concord Avenue (the former Incinerator Site). This site is valuable to the entire town as it provides a location for the following: disposal of excavated material, recycling of asphalt and concrete, temporary storage of tree stumps and logs, temporary storage of leaf compost, temporary storage of appliances from our curbside collection program and snow storage. In addition, during major weather events this site provides a location for large scale storage of downed trees and limbs.

Parks and Facilities Group

Parks and Facilities provides for the cleaning, maintenance, repair and improvement of the resources for recreational enjoyment for about 62 acres of parks including the operation of two major facilities. These include; the Skip Vigilriolo Skating Rink, Underwood Pool and



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adjacent park, Concord Avenue Athletic Fields and facilities, Hittinger Street Field, Town Field, Pequossette Field, Chenery Middle School Field, Grove Street Field, Payson Park Playground and Winn Brook Field. In addition, this group maintains the 7 tot lots as well as the tennis courts at the Grove Street Field, Pequossette Field, Chenery Middle School Field and Winn Brook Field.

Cemetery Division

The Belmont Cemetery on Grove Street was opened when the Town was incorporated in 1859 and is an important part of the community's identity. The Town cemetery is a vital tradition for many Belmont families, spanning several generations. It is a place to memorialize loved ones as well as a place to seek solace. Over the past decades, the cemetery has also turned into a place for walkers and bird watchers. The obligation and expectation of perpetual care for the Belmont Cemetery's entire 20-acre site is significant.

The opening of the Town's new Highland Meadow Cemetery on Concord Avenue, officially dedicated on October 20, 2007, represents significant challenges for the administration, maintenance and services provided by the Cemetery Division. Public Works is committed to operating and maintaining the Highland Meadow Cemetery as "a pastoral landscape dedicated to remembering".

Cemetery Administration

The administration of the Belmont Cemetery is strongly governed by the obligations created by M.G.L. Chapter 114. It is equally weighted by the expectation of those who have purchased perpetual care. The cemetery grounds must present a visual image of peace and tranquility consistent with the image presented at the time of plot purchase.

Significant duties include supervising and allocating labor, planning work schedules to achieve desired results, supervising the memorial Tree Planting Program and the Annual Planting Program (including meeting with enrollees to assure proper plant material selections, payments and locations); supervising all work done on the grounds by Town employees or vendors; working with undertakers and bereaved families; and determining the availability of burial capacity at specified locations.

Cemetery Burial Activities

The Cemetery Division performs all services related directly to interments, both casket and cremated remains. Activities include planning, digging, preparing and executing the burial. The staff supports the grieving families before, during and after the burial.

Cemetery Maintenance

The perpetual care maintenance of the Belmont Cemetery has been articulated and incorporated into the DPW structure documents. The labor to achieve these standards is a major thrust of the Cemetery year-round work. Standards include: lawn is cut to approximately 2 ½ inches; trimming around each gravestone and marker; trees are mulched and pruned for appearance and safety; headstones are straightened and kept upright; settled graves are filled and re-seeded in a timely fashion; removal of trash blowing or caught in perimeter fences; roads and paths kept clear of debris and snow; catch basins kept free of debris; visitors are assisted as required; fallen leaves and branches are removed on a regular basis; trees are replaced when necessary; reseeding and over seeding lawn areas; staff is responsive to requests and complaints; sites designated for the Annual Planting Program are planted yearly by Memorial Day; damage is repaired in a timely manner; decorations and floral displays are removed in a timely fashion; bushes around individual plots are removed when left unattended or when they become problematic; flags are properly placed, removed and disposed of in accordance with law; landscape is watered when appropriate; trash barrels and working water faucets are available for visitor's use; fences are maintained and painted; and buildings are kept in good repair and appearance.

The Cemetery Division is responsible for:

- Recording death records as mandated by M.G.L. Chapter 114;
- Working closely with the elected Cemetery Commissioners to set prices for graves and lots; setting rules/regulations;
- Providing bereaved families with information and comfort;
- Working with families of Belmont Veterans seeking burial plots in Belmont;
- Seeking to preserve the commitment to perpetual care; and
- Actively market for sale of graves/lots; publicize prices and regulations.

Water Division

The Water Division is responsible for the delivery of safe drinking water in adequate quantities for fire fighting and public safety to the Belmont residential and business communities. In addition, the Water Division is responsible for all compliance requirements pertaining to the Safe Drinking Water Act. This division performs all maintenance and repair functions for the Town's water distribution system, including water mains and gates, fire hydrants, and individual property water service lines, on both a scheduled and emergency basis and maintains a 24 hour per day, 7 day per week emergency response capability. The Division also performs many contractor support functions such as water main and service mark outs. The Water Division also is responsible for the ongoing Water Main Replacement Program which will eventually replace about 40% of the distribution system infrastructure. Specific functions include project selection, design oversight, construction supervision and multitasking contractor support. The Water Division is also responsible for Water/Sewer Billing and customer support functions.

2007 - 2008 MAJOR ACCOMPLISHMENTS



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Administration

1. Continued to consolidate public works functions and reorganization. Eliminated the position of Water Office Manager (Grade 10) replaced the position with an Administrative Secretary (Grade 5) and moved those tasks to the central DPW office.
2. With the water and sewer billing function transferred to the Belmont Municipal Light Department; worked with this staff for the utility billing conversion to Munis Utility Billing Software.
3. Continued to develop administrative oversight and team building for all public works functions to coordinate the delivery of services.
4. Successfully presented the Water Division Capital Improvement Plan (that includes a 20-year financial plan) to the Water Advisory Board, Board of Selectmen and Warrant Committee.
5. Working with the Sewer and Stormwater Committee, continued the process of creating a long term financial plan for Sewer and Stormwater program.
6. Coordinated the Water Main Capital Improvement Program with the Office of Community Development (OCD) Pavement Management Program.
7. At the request of the Board of Selectmen, the DPW Highway Division was chosen as a large program (with COA as the small program) to prepare a Zero Based Budget for discussion.

Highway Division

Street Maintenance

1. Expanded Public Works equipment available for the snow season.
2. Continued to reduce the use and expense of ice control materials by annually calibrating material spreaders in addition to driver and supervisor training.
3. Continued the process of training both new and experienced employees about snow plowing and general safety issues.

Sanitary Sewer Maintenance

1. Updated the alarm systems at the sewer pumping stations.
2. Continued cooperative electric and water (& sewer) meter reading.
3. Discussing the feasibility of monthly water (& sewer) billing.
4. Continued discussing the feasibility of combined electric and water (sewer) billing.

Stormwater Maintenance

1. Assisted the Community Development Department with the sewer and stormwater improvements.
2. Coordinated with OCD to meet the federal and state stormwater regulations.

3. Installed about 200 "Drains to Stream" plaques near catch basins tributary to Clay Pit Pond to meet stormwater requirements.

Central Fleet Maintenance

1. Coordinated and advised on the purchase of Public Works and other Town equipment.
2. Provide cost-effective quality maintenance and repairs to town-owned equipment.
3. Updated Central Fleet maintenance equipment to improve vehicle maintenance capability.
4. Coordinated the new program of converting used dump trucks to snowfighters.

Forestry Service

1. Coordinated the care of, removal and planting of public shade trees with the Shade Tree Committee.
2. Planted 120 new trees in the spring of 2007.

Delta and Grounds Maintenance

1. Coordinated and assisted with the Garden Club's annual planting program.
2. Worked with representatives of the Lions Club to plant flowers on the WW I delta donated by that organization.
3. Continued cost savings for irrigation systems by having the Highway and Water Divisions assume responsibility for maintenance.

Solid Waste Collection and Disposal.

1. Worked with the Solid Waste and Recycling Advisory Committee (SWaRAC) as the management liaison to improve the recycling program.
2. In cooperation with SWaRAC, provided support for the expansion of recycling in public schools and weekly recycling collection.

Parks and Facilities

1. With financial assistance from the Belmont Boosters and the Brendan Grant Foundation, installed a new field irrigation pump and controls at the Concord Avenue Athletic Fields.
2. Added 100 cubic yards of safety surfacing at the Tot Lots to supplement existing material.
3. Continued the annual sealing of the wood playground at Joey's Park for safety purposes.
4. Repaired a section of fence at the Winn Brook Playground that had been a long-standing safety concern.
5. Coordinated and assisted with the many improvements donated by the various sports groups.



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Cemetery

1. The Board of Cemetery Commissioners had pre-need sales of \$1.4 million exceeding anticipated revenue.
2. Highland Meadow Cemetery was opened in July of 2007 and dedicated on October 20, 2007.
3. Developing strategies to provide for the cost-effective maintenance and operation of two cemeteries using all available Public Works resources.
4. Coordinated the remaining work to complete the construction of Highland Meadow Cemetery with the Board of Cemetery Commissioners.
5. Inputted 148 years of vital statistics to the cemetery computer program and continued to input vital statistics available in the Town Clerk's handwritten records.

Water

1. Completed the Washington Street Water Main Replacement Project.
2. Completed the engineering design and replacement of the Moore Street water main as an unplanned project.
3. Designed, bid, awarded and began construction on the Kilburn Park Water Main Replacement Project.
4. Consolidated the water/sewer billing function with the Municipal Electric Light Department's billing function.
5. Significant time has been spent on converting the utility billing to the new Munis utility billing software.
6. Successfully presented and began implementing the 20-year financial plan in coordination with the Capital Improvement Plan Update.
7. Assisted and coordinated the Water Utility segment for GIS implementation.
8. Transferred Water Division clerical support functions to the central Public Works office.
9. Replaced the Police Station 6-inch water service saving approximately \$10,000.

FISCAL YEAR 2009 OBJECTIVES

Administration

1. Continue administrative oversight for all public works functions to coordinate the delivery of services.
2. Continue to centralize all administrative functions as planned for all Public Works Divisions and operations. This will include the coordination of the delivery of customer service; centralize payroll, union contract administration, personnel actions, budget administration, capital purchases and communications.

Highway Division

Street Maintenance

1. Expand Public Works resource participation in snow and ice control services.
2. Maintain public ways to provide safe transportation for residents and the general public.
3. Develop a pilot program for a liquid anti-icing program.

Sanitary Sewer Maintenance

1. Work with the Community Development Department on sanitary sewer system evaluation and improvements.
2. Discuss monthly water & sewer billing and plan implementation
2. Discuss combined electric and water (sewer) billing
3. Control the increase in sewer charges to customers by preparing a 5 year financial plan.
4. Maintain the sanitary sewer system to provide for the safe, reliable transportation and disposal of sanitary wastes.

Stormwater Maintenance

1. Work with the Community Development Department on storm system evaluation and improvements
2. Maintain the storm drain system in an environmentally safe manner to minimize flooding and hazardous conditions for residents and the general public.
3. Continue working with OCD to meet stormwater regulations.
4. Work with the Sewer and Stormwater Committee as management liaison.

Central Fleet Maintenance

1. Coordinate and advise on the purchase, accessories and maintenance of the public works fleet.
2. Standardize the equipment and appearance of the public works fleet given the variety of tasks that public works performs.
3. Provide cost-effective quality maintenance and repairs to town-owned equipment.
4. Provide service and support for all Town departments with available mechanical expertise.

Forestry Service

1. Work with the Shade Tree Committee for the beautification of the Town.
2. Maintain the tree population.
3. Provide quality service to residents.
4. Maintain the urban forest in a fashion that provides for public safety and enhances the value of trees to the Town.

Delta and Grounds Maintenance



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1. Coordinate and assist with the Garden Club's annual planting program.
2. Maintain and improve the public spaces under this program for the enjoyment and benefit of all.
3. Assist civic groups to improve and beautify the town.

Solid Waste Collection and Disposal

1. Work with OCD and the Town's consultant to cap and permit the former Incinerator Site in compliance with DEP regulations.
2. Work with the Solid Waste and Recycling Advisory Committee as the management liaison to improve the recycling program.
3. Provide efficient, effective solid waste and recycling services that promotes public health and environmental sustainability.

Parks and Facilities

1. Continue to seek opportunities for efficiencies in grounds maintenance town-wide.
2. Initiate the long range planning for the Skip Viglirolo Skating Rink.
3. Annually seal the wood play structure at Joey's Park.
4. Replace the safety surfacing at the tot lots.

Cemetery Division

1. Work with Board of Cemetery Commissioners to market plots and maximize revenue.
2. Coordinate staff to maintain both cemeteries while providing task support to other Department of Public Works divisions.
3. Continue to work as management liaison towards securing outside volunteer assistance.

Water Division

1. Extend the five-year financial plan for Water Division expenses and revenue generation.
2. Bid and award a contract for the FY 2009 Water Main Replacement Project.
3. Continue GIS project, mapping of main gate and individual building water services.
4. Complete Lead Service Line Replacement Program - There are only 3 remaining complete lead water service lines which supply water to properties in Belmont. These particular lead service lines are the most physically challenging to replace due to significant construction obstacles. Lead service line replacement is required by DEP.
5. Continue employee training.

Other Revenues

Cemetery Revenues

Until the opening of Highland Meadow Cemetery, the only source of additional revenue is income from the Memorial Tree Program, the Annual Planting Program, perpetual care income and modest amounts for canopy rental fees and requested genealogy reports.

In December of 1999, Town Meeting appropriated \$140,000 for Planning and Design of the proposed new cemetery. In April of 2000, Town Meeting appropriated \$1,000,000 for the construction of Phase I of Highland Meadow Cemetery pending transfer of land.

The Cemetery Commissioners estimated that during the first year, 175 lots will be sold; during the second year, 160 lots will be sold; and, thereafter, 60 lots per year will be sold. The Cemetery Commissioners set the burial lot prices and brisk sales began on March 13, 2006. As of November 5, 2007 287 plots and 56 cremation graves sold totaling \$1,477,800.

Performance/Workload Indicators

Description	FY07 Actual	FY08 Estimate	FY09 Projected
PUBLIC WORKS ADMINISTRATION			
Develop specifications for bids & RFP's	8	8	12
HIGHWAY MAINTENANCE			
Concrete sidewalk repair	6,350	40,272	
SANITARY SEWER MAINTENANCE			
# of responses to sewer stoppages	202	250	250
FORESTRY SERVICE			
# of tree plantings	139	125	125
# of tree removals	58	100	100
SOLID WASTE COLLECTION AND DISPOSAL			
Solid Waste Tonnage (Residential)	9,880	10,180	10,180



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Description	FY07 Actual	FY08 Estimate	FY09 Projected
Recycling Tonnage (Paper & Commingled)	2,403	2,800	2,800
Number of Appliances Collected	911	1,200	1,200
# of TV's & Monitors (CRTs) Collected	1,220	1,200	1,200
# Composters Sold	61	60	60
# of Recycle Bins Distributed	581	500	500
CEMETERY			
Number of Earth Burials		65	115
Number of Cremation Burials		30	45
# Fire Hydrants Replaced	6	6	13
# Water Main Gates Replaced	8	12	20
WATER			
# Flush Fire Hydrants	100%	100%	100%
# Linear Ft. Water Upgraded or Replaced	4,700	4,500	9,000
Respond to all after hours emergencies	100%	100%	100%
Water Meters Replaced	392	400	350
Collect Weekly Bacteriological Samples	100%	100%	100%
Update Distribution System Evaluation	n/a	100% Complete	n/a

REVENUE

Fees

Description	FY07 Actual	FY08 Budget	FY08 Projected	FY09 Projected
SANITARY SEWERS				

Septage Disposal	\$20,687	\$13,000	\$13,000	\$13,650
CEMETERY				
Burial openings (casket and cremation)		\$74,250	\$64,375	\$119,250
Fees (non-resident, overtime, foundations and genealogies)		\$28,875	\$26,000	\$45,000
Sales of Graves and Cremations		\$164,700	\$164,700	\$240,000

Description	FY07 Actual	FY08 Budget	FY08 Projected	FY09 Projected
WATER DIVISION				
Commodity Sales	91%	91%	91%	91%
Customer account charges	8%	8%	8%	8%
Construction and interest	1%	1%	1%	1%

Description	FY07 Actual	FY08 Budget	FY08 Projected	FY09 Projected
SOLID WASTE COLLECTION AND DISPOSAL				
Commercial leaf permits	\$8,800	\$9,000	\$8,800	\$9,000
Sale of recycling bins	\$2,460	\$1,750	\$1,750	\$1,750



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Sale of surplus equipment/scrap metal	\$0	\$228	\$130	\$130
Sale of Composters	\$1,220	\$2,000	\$1,100	\$1,100
Appliance and CRT fees	\$29,525	\$25,000	\$25,000	\$25,000

CEMETERY				
Memorial Tree Program		\$750	\$750	\$750
Annual Planting Program		\$1,200	\$1,200	\$1,200
Annual Planting Interest Income		\$2,350	\$2,350	\$2,468
Perpetual Care Income		\$18,604	\$16,500	\$42,000

CAPITAL BUDGET

Cemetery, Highway & Parks Request

In an effort to clearly separate capital requests from the Capital Budget and Enterprise Fund accounts I have prepared two separate sections. The following are requested from the Capital Budget:

1. Cemetery - 15,000 GVW Dump Truck - \$56,000
 - Replace a 1992 dump truck.
2. Highway – 15,000 GVW Dump Truck - \$56,000

- Replace a 1999 Dump Truck.
3. Highway – 37,000 GVW Dump Truck - \$90,900
 - Replacement of a 1995 dump truck.
 4. Cemetery – Riding Lawnmower - \$12,000
 - Replacement of a riding lawnmower that is about 15 years old.
 5. Parks – Resurface and Re-stripe Running Track. - \$103,500
 - Resurface and re-stripe the running track that will be 7 years old in 2009. It is recommended that the track be resurfaced every 6 to 8 years.
 6. Parks - Replace Tennis Courts - \$155,100
 - This request is for the complete replacement of the first of three possible locations of four tennis courts each maintained by the Parks and Facilities group. The fourth court at the Chenery Middle School is still fairly new and in good condition.
 - There is an option of spending \$18,000 to only address the major safety concern of patching the existing large cracks on the playing surface of the courts at three locations. The old nets, deteriorating surface with water puddles after rain and deteriorated chain link fencing will remain. The Grove Street tennis courts were closed this year and I believe that if we do not at least patch these cracks we will have to close additional courts for public safety this coming year.
 7. Parks – Replace Insulated Ceiling at Skating Rink - \$120,000
 - Replace the deteriorated insulation at the Skip Vigliolo Skating Rink.

Water and Sewer Enterprise Fund Requests



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Since the Water and Sewer budgets are supported by Enterprise Funds the following are requested from those funds as noted:

Water Enterprise

1. F-450 Pick-up Truck - \$42,500
 - Replace existing 1999 Pick-up Truck.
2. Water Meters - \$10,000
 - These funds will be utilized with existing carried-over water meter capital funds to continue the routine scheduled replacement of water meters.
3. Geographic Information System (GIS) - \$20,000
 - This request is for the purchase of one "rugged" laptop at \$5,000 to allow GIS information to be taken into the field. Another \$5,000 is for software and licenses to utilize the GIS program. The final \$10,000 is the estimate to keep the changes in the water system current in the GIS. This request has been coordinated with our Information Technology Department.
4. Vactor Lease/Purchase - \$25,000
 - In coordination with the Sewer Program (sharing costs equally) lease/purchase a Vactor to improve the ability of the Town to maintain the infrastructure. The total cost will be \$50,000 for six years.
5. Water Main Replacement Program - \$595,342
 - This is the continuation of the 30-year Water Main Improvement Program. This will be the thirteenth year of the program with over one-third of the improvements completed. An update of the Water Main Capital Improvement Plan has been completed and has shown that to keep the program on track the investment in our

water system has to keep up with construction costs. This overall funding level has been increased based on the final report recommendations and the strategy that allows significant capital increases while at the same time keeping water rate increases reasonable. This has been accomplished initially by utilizing the MWRA no-interest Local Pipeline Assistance Program (LPAP).

6. MWRA LPAP - \$136,400
 - Repayment of the MWRA no-interest loan.
7. Building HVAC Repair/Replacement - \$25,000
 - Replace or repair the HVAC system in the Water Division building. This is the first year of a two year program with the expected cost to be a total of \$50,000.

Sewer Enterprise

1. Front End Loader - \$116,600
 - Replace a 1993 Front End Loader.
2. Vactor Lease/Purchase - \$25,000
 - In coordination with the Water Program (sharing costs equally) lease/purchase a Vactor to improve the ability of the Town to maintain the infrastructure. The total cost will be \$50,000 for six years.
3. GIS - \$20,000
 - This request is for the purchase of one "rugged" laptop at \$5,000 to allow GIS information to be taken into the field. Another \$5,000 is for software and licenses to utilize the GIS program. The final \$10,000 is the estimate to keep the changes in the sewer system current in the GIS. This request has been coordinated with our Information Technology Department.



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LEVEL SERVICE BUDGET DISCUSSION

The continued level or reduced budgets has reduced our ability to provide service to our residents and to adequately maintain our investment in the infrastructure of the community. Within the last 20 years Public Works staff has been reduced by about 20 percent with impacts felt in every program of service.

It is important to mention that for many years the Parks and Facilities program enjoys significant support from several community sports-related organizations that enhance the fields. The appropriated funding for the program would not allow for the level of quality that the fields enjoy without this support. The list of contributions for ONLY FY 2007 follows:

Belmont Boosters

1. Irrigation at Concord Ave	\$6,000.00
2. Infield mix Hittinger St.	<u>\$750.00</u>
Total =	\$6,750.00

Brendan Grant Foundation

1. Irrigation Concord Ave	\$5,244.00
2. Infield Ma Varsity Diamond	<u>\$1,800.00</u>
(Total renovation on Varsity Diamond In excess of 1 Million)	
Total =	\$7,044.00

Belmont Soccer

1. Irrigation Concord Ave	\$5,000.00
2. Field fertilization & service program And sod for PQ Grove & Concord Ave JV soccer field.	<u>\$18,400.00</u>
Total =	\$23,400.00

Belmont Lacrosse

1. Irrigation Concord Ave.	\$2,000.00
2. Maintenance turf field	<u>\$2,900.00</u>
Total =	\$4,900.00

Belmont Youth Baseball (Little League & Babe Ruth)

1. Irrigation Concord Ave	\$2,000.00
2. Infield mix 3 fields Grove St.	\$2,400.00
3. Bench replacements & cement pads Grove St. (6 benches) JV baseball field (2 benches)	<u>\$9,700.00</u>
4. New Little League diamond at Grove St.	
Total =	\$14,100.00

Grand Total = \$56,194.00

It is also noteworthy that Parks and Facilities annually utilize the free labor from the Middlesex County Sheriffs Office to prepare both the Underwood Pool and the Skip Viglirolo Skating Rink for their respective seasons.

In order to have a consistent Street Opening Permit inspection program I am requesting a permanent part-time Street Opening Permit Coordinator for an estimated annual cost of \$28,000. I expect that this cost will be offset by the establishment of a permit fee.

In order to improve the Recycling Program I am requesting a permanent part-time Recycling Coordinator at an annual cost of \$26,000. A DEP Grant has been requested to offset 1/2 of the cost of the Recycling Coordinator for two years. The Solid Waste and Recycling Advisory Committee supports this request. Also in Solid Waste, if the Town chooses to include cardboard in the recycling program we may have to add \$20,000 to the recycling contract cost.

The Grove Street tennis courts had to be closed this past summer because the cracks in the playing surface became too large for safe play. DPW has requested the replacement of one location with 4 tennis courts in the capital budget since FY 2005. If the town cannot fund this request we may have to close the Winn Brook tennis courts in addition to the Gove Street courts next year. The less expensive short-term solution would be to crack seal the three tennis court locations for about a total of \$18,000.

The Water and Sanitary Sewer and Stormwater enterprise programs continues to be a concern with rising sewer rates primarily caused by the MWRA charges and our reinvestment in the Towns water, sewer and storm drainage systems driven by need and/or regulatory requirements. The preliminary rate increase for the MWRA sewer assessment for FY 09 is 1.1% and the water assessment is 24.4%. Our goal is to continue to keep the water and sewer rate increases at 5% or less.



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Water Division FY 2009 Level Service Budget Summary

The level service budget maintains the current levels of services provided by the Water Division including the capital Water Main Replacement Program. Minimal increases are noted in certain line items, which pertain to personnel and some supplies. Significant increases are noted in the MWRA Water Assessment which is at this point an estimate based on the projected 24.4% overall increase with an 20% water consumption increase noted year to date thru October 2007. The MWRA Water Assessment is preliminary and may change as the MWRA develops its' FY 2009 budget.

The Water Main Replacement Program will increase this year from \$647,322 to about \$1.3 million. This follows the financial plan developed and approved within the past year that will allow important improvements to the water system distribution system that will be completed in about 20 years.

Also noteworthy is the necessity to budget for \$25,000 in building HVAC repairs in the FY 2009 budget. All Public Works buildings, including Water, will begin to require significant maintenance as many of their mechanical and building envelope systems are beyond their useful life.

REQUESTS IN ADDITION TO LEVEL SERVICE BUDGET

There are several requests not listed in the level service budget that are important and worthy of further discussion for funding regardless of the budget scenario chosen. The following are those requests in order of priority:

Program – Line Item – Amount - Request

1. Permanent Part Time Street Opening Permit Coordinator - \$28,000.
2. Highway - Deltas & Grounds – Temporary Labor - \$31,200 – Reinstate summer help.
3. Cemetery – Grounds Supplies - \$7,000 – for additional resources for new cemetery.
4. Parks - Chain Link Fencing - \$10,000 – (Should be \$25,000/yr.) – Maintain chain link fence.
5. Solid Waste/Recycling – Part Time - \$26,000 – for Recycling Coordinator plus \$500 for Instate Travel and Conferences.
6. Highway – Street Maintenance - Road Maintenance - \$15,000 – to improve road maintenance.
7. Parks – Replace the main field irrigation line at the Concord Ave fields - \$8,000
8. Parks – Maintenance of Vehicles - \$5,000 – to improve under funded budget.
9. Highway - Forestry Service – Contractor Services - \$12,000 – improve tree maintenance.

LESS 10% BUDGET

To complete this exercise all Public Works budgeted items were included except for the enterprise funds and the contractual solid waste items. If the contractual items were included, these items alone would require a \$238,640 cut in the budget. With this enormous cut impossible without gutting the Highway Division, I suggest that the Town remove the bulk of the Solid Waste and Recycling services budget from a tax supported service to a user funded service. This can be accomplished in several ways with a flat fee or Pay-As-You-Throw program.

Total Public Works cuts required are Cemetery Division at \$50,538, Highway Division at \$261,972 and Parks and Facilities at \$62,750 for a total of \$375,270. We have kept the cuts required within each major program. Below are our recommendations for reductions:

Cemetery Division

Line Item – Cut Amount – Result

1. Part Time Temporary - \$48,938 – Eliminate Part Time Temporary staff which will require that we draw on other DPW groups impacting the service level in all areas.
2. GIS Software - \$1,600 – Eliminate the upkeep of the GIS software impacting our ability to maintain and improve customer service.

Total Cemetery Cuts = \$50,538

Highway Division

Program – Line Item – Cut Amount – Result

1. Delta & Grounds Maintenance – Water - \$2,670 - Eliminate watering deltas.
2. Delta & Grounds Maintenance – PW Supplies - \$3,000 – Eliminate flower planting.
3. Forestry Services - Planting Trees - \$13,800 – Eliminate tree planting program.
4. Administration – In state travel - \$5,500 – Eliminate education and professional development.
5. Administration – Dues & Membership - \$685 – Eliminate participation in professional associations.
6. Solid Waste – Overtime - \$2,170 – Eliminate Saturday opening of Transfer Station for fall leaf collection.
7. Sidewalk Construction - \$6,900 – Eliminate sidewalk repair.
8. Central Fleet Maintenance - \$6,130 – Eliminate updated equipment.



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- 9. Street Lighting - \$178,125 – Eliminate the use of ½ of streetlights.
- 10. Central Fleet Maintenance - \$39,465 – Eliminate the Garage Attendant Position.

Total Highway Cuts = \$261,972

Parks and Facilities

Line Item – Cut Amount – Result

- 1. Pool Supplies - \$26,525 – close Underwood Pool.
- 2. Scheduled Overtime - \$13,943 – close Underwood Pool – related OT costs.
- 3. Electricity - \$3,186 – close Underwood Pool related costs.
- 4. Water - \$11,861 – close Underwood Pool and minimize watering playing fields resulting in brown grass.
- 5. Chain Link Fencing - \$7,900 – eliminate chain link fence repair.

Total Parks Cuts = \$63,415

PLUS 10% BUDGET

Cemetery Division

Line Item – Add Amount – Result

- 1. Full Time Wages - \$40,038 – Add a Truck Driver position to improve our ability to provide service.
- 2. Groundskeeping Supplies - \$7,000 – Allow for the increase purchase of supplies
- 3. Capital Outlay - \$1,600 – purchase additional 3-foot backhoe bucket.
- 4. Repair & Maintenance - \$1,900 – improve our ability to repair and replace supplies and equipment.

Total Cemetery Additions - \$50,538

Highway Division

Program – Line item – Add Amount - Result

- 1. Street Maintenance - Add Staff - \$162,268 – Add 3 positions (1 Working Foreman & 2 Truck Drivers) to enhance our ability to provide service in all areas.
- 2. Deltas & Grounds - Temporary labor - \$31,200 – Restore seasonal labor to provide enhanced service.
- 3. Street Maintenance - Road maintenance - \$15,000 – Provide increased road maintenance by purchasing more asphalt, especially trench and gutter repair.
- 4. Solid Waste & Recycling - Part Time Recycling Coordinator - \$26,000 – To increase recycling diversion rates by providing improved service and public information. Requested DEP grant to fund this position at 50% for 2 years.
- 5. Solid Waste and Recycling – Instate Travel - \$504 – for Recycling Coordinator
- 6. Forestry Services – Contract service - \$12,000 – Increase our ability to maintain public shade trees.
- 7. Street maintenance – PW Supplies - \$4,000 – Increase our ability to purchase miscellaneous supplies for road repair.
- 8. Street maintenance – PW Lines and Signs - \$5,000 – Increase our ability for sign supplies and street paint.
- 9. Delta & Grounds maintenance – PW Supplies - \$6,000 – purchase small landscaping equipment

Total Highway Additions = \$261,972

Parks and Facilities

Line Item – Add Amount – Result

- 1. Part Time - \$10,000 – Add seasonal staff to increase service.
- 2. Field maintenance - \$8,415 – Increase supplies such as fertilizer, grass seed and infield mix.
- 3. Grounds Supplies - \$10,000 – Increase the ability to maintain safe and enjoyable Tot Lots.
- 4. Skating Rink Supplies - \$7,000 – Increase our ability to operate and maintain the skating rink.
- 5. Pool Supplies - \$5,000 – Increase our ability to operate and maintain the Underwood Pool.
- 6. Maintenance of Vehicles - \$5,000 – Increase our ability to maintain the vehicles.
- 7. Chain Link Fencing - \$10,000 – Increase our ability to respond to safety issues and maintain chain link fencing.
- 8. Replace the main field irrigation line at the Concord Ave. playing fields - \$8,000

Total Parks Additions = \$63,415



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Department of Public Works

BUDGET DIRECTOR'S BUDGET SUMMARY

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>PUBLIC WORKS ADMINISTRATION</u>								
Personal Services	258,745	269,958	282,529	282,136	281,842	281,842	281,842	281,842
Other Expenses	8,599	8,483	12,995	21,828	23,410	23,410	17,225	23,410
Capital Outlay	-	-	6,000	6,000	-	-	-	-
TOTAL PUBLIC WORKS ADMIN.	268,437	278,441	301,524	309,964	305,252	305,252	299,067	305,252
<u>STREET MAINTENANCE</u>								
Personal Services	286,657	328,237	342,428	347,108	367,315	558,679	367,315	395,615
Other Expenses	86,951	78,851	95,002	85,002	94,920	118,920	84,493	94,920
Capital Outlay	-	-	4,800	4,800	-	-	-	-
TOTAL STREET MAINT.	373,608	407,088	442,230	436,910	462,235	677,599	451,808	490,535
<u>SNOW REMOVAL</u>								
Personal Services	103,954	75,805	98,220	98,220	101,170	101,170	101,170	101,170
Other Expenses	358,112	203,702	328,209	328,209	369,585	369,585	369,585	369,585
TOTAL SNOW REMOVAL	462,066	279,507	426,429	426,429	470,755	470,755	470,755	470,755
<u>CENTRAL FLEET MAINT - HIGHWAY FACILITIES</u>								
Personal Services	293,609	287,907	372,227	373,254	399,304	399,304	359,050	399,304
Other Expenses	149,684	156,499	157,315	157,315	179,145	179,145	179,145	179,145
Capital Outlay	8,500	5,875	15,100	15,100	6,130	6,130	-	6,130
CENTRAL FLEET MAINT & HWY FAC	451,793	450,280	544,642	545,669	584,579	584,579	538,195	584,579



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Department of Public Works

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>FORESTRY SERVICE</u>								
Personal Services	44,196	22,055	33,044	32,657	37,616	352,616	37,616	37,616
Other Expenses	168,537	187,135	180,345	180,345	185,340	197,340	171,540	185,340
TOTAL FORESTRY SERVICES	212,733	209,190	213,389	213,002	222,956	549,956	209,156	222,956
<u>DELTA & GROUNDS MAINTENANCE</u>								
Personal Services	57,829	28,971	37,043	33,899	41,365	72,565	41,365	41,365
Other Expenses	11,750	6,480	9,051	9,051	9,510	15,510	3,840	9,510
TOTAL DELTA & LAND MAINTENANCE	69,579	35,450	46,094	42,950	50,875	88,075	45,205	50,875
<u>SOLID WASTE COLLECTION & DISPOSAL</u>								
Personal Services	95,417	99,998	108,266	109,503	115,592	141,592	113,422	115,592
Other Expenses	2,048,033	2,247,167	2,352,131	2,352,131	2,426,253	2,426,757	2,426,253	2,426,253
TOTAL SOLID WASTE C&D	2,143,449	2,347,165	2,460,397	2,461,634	2,541,845	2,568,349	2,539,675	2,541,845
<u>STREET LIGHTING</u>								
TOTAL STREET LIGHTING	199,836	224,661	237,500	280,236	356,250	356,250	178,125	356,250
<u>PARKS & FACILITIES</u>								
Personal Services	311,525	338,347	354,453	360,124	382,387	392,387	368,444	382,387
Other Expenses	174,440	204,854	209,525	209,525	248,450	293,865	198,978	248,450
Capital Outlay	-	10,750	8,000	8,000	4,100	12,100	4,100	4,100
TOTAL PARKS & FACILITIES	485,966	553,951	571,978	577,649	634,937	698,352	571,522	634,937



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Department of Public Works

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>CEMETERY MAINTENANCE</u>								
Personal Services	296,710	334,599	412,505	407,309	394,862	435,701	345,924	394,862
Other Expenses	40,624	39,017	65,664	55,664	80,069	90,569	80,069	80,069
Capital Outlay	-	-	28,000	28,000	1,600	1,600	-	1,600
TOTAL CEMETERY MAINT.	337,334	373,616	506,169	490,973	476,531	527,870	425,993	476,531
 TOTAL PUBLIC WORKS	 5,004,801	 5,159,349	 5,750,352	 5,785,416	 6,106,215	 6,827,037	 5,729,501	 6,134,515

DEPARTMENT STAFFING SUMMARY

PW Administration	POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
				FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
Director	40	Non Union	1.00	1.00	74,603	104,444	1.00	1.00	119,235	1.00	122,812	3.00%	1.00	122,812	3.00%	
Business Manager	40	Non Union			51,070	71,498	1.00	1.00	52,706	1.00	62,889	19.32%	1.00	62,889	19.32%	
Administrative Secretary	35	SEIU	1.00	1.00	26,258	31,510	1.00	1.00	27,583		29,823	8.12%		29,823	8.12%	
Assistant Director Stipend					5,200	5,200			5,200		5,200	0.00%		5,200	0.00%	
Administrative Assistant	40	SEIU	1.00	1.00	37,806	45,368	1.00	0.00	41,037	1.00		100.00%	1.00		100.00%	
	TOTALS				3.00	3.00			245,761	3.00	220,724	-10.19%	3.00	220,724	-10.19%	



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Department of Public Works

Street Maintenance	POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
				FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
	Division Director	40	Non Union	1.00	1.00	66,767	93,474	1.00	1.00	81,593	1.00	84,041	3.00%	1.00	84,041	3.00%
	Operations Manager	40	SEIU	1.00	1.00	56,033	67,240	1.00	1.00	68,336	1.00	73,635	7.75%	1.00	73,635	7.75%
	Working Foreman	40	AFSCME	1.00	1.00	42,997	51,596	1.00	1.00	51,596	1.00	55,169	6.92%	1.00	55,169	6.92%
	SHMEO	40	AFSCME	1.00	1.00	32,616	39,139	1.00	1.00	38,601	1.00	41,855	8.43%	1.00	41,855	8.43%
	Street Opening Inspector	19	Non Union											0.50	26,000	
	SEIU Availability Stipend					2,600	2,600			2,600		3,380	30.00%		3,380	30.00%
	CDL Stipend					2,080	2,080			2,080		2,080	0.00%		2,080	0.00%
	TOTALS			4.00	4.00			4.00	4.00	244,806	4.00	260,160	6.27%	4.50	286,160	16.89%

Fleet Maintenance	POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
				FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
	Shop Foreman	40	SEIU	1.00	1.00	50,819	60,983	1.00	1.00	60,983	1.00	66,783	9.51%	1.00	66,783	9.51%
	Mechanic	40	AFSCME	1.00	1.00	40,414	48,497	1.00	1.00	48,497	1.00	51,856	6.93%	1.00	51,856	6.93%
	Mechanic	40	AFSCME	1.00	1.00	40,414	48,497	1.00	1.00	48,497	1.00	51,856	6.93%	1.00	51,856	6.93%
	Mechanic	40	AFSCME	1.00	1.00	40,414	48,497	1.00	1.00	48,497	1.00	51,856	6.93%	1.00	51,856	6.93%
	Mechanic	40	AFSCME	1.00	1.00	40,414	48,497	1.00	1.00	48,497	1.00	51,856	6.93%	1.00	51,856	6.93%
	HMEO/Garage Attendant	40	AFSCME	1.00	1.00	30,009	36,011	1.00	1.00	35,737	1.00	33,266	-6.91%	1.00	33,266	-6.91%
	SEIU Availability Stipend					2,600	2,600			2,600		3,380	30.00%		3,380	30.00%
	CDL Stipend					5,200	5,200			5,200		5,200	0.00%		5,200	0.00%
	TOTALS			6.00	6.00			6.00	6.00	298,508	6.00	316,053	5.88%	6.00	316,053	5.88%



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Department of Public Works

Forestry			FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
POSITION TITLE	HRS/WK	TYPE	FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
HMEO	40	AFSCME	1.00	1.00	30,009	36,011	1.00	1.00	31,790	1.00	33,917	6.69%	1.00	33,917	6.69%
CDL Stipend					1,040	1,040			1,040		1,040	0.00%		1,040	0.00%
TOTALS			1.00	1.00			1.00	1.00	32,830	1.00	34,957	6.48%	1.00	34,957	6.48%

Solid Waste Coll & Disposal			FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
POSITION TITLE	HRS/WK	TYPE	FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
SHMEO	40	AFSCME	1.00	1.00	32,616	39,139	1.00	1.00	39,140	1.00	41,855	6.94%	1.00	41,855	6.94%
HMEO	40	AFSCME	1.00	1.00	30,009	36,011	1.00	1.00	30,217	1.00	33,418	10.59%	1.00	33,418	10.59%
CDL Stipend					2,080	2,080			2,080		2,080	0.00%		2,080	0.00%
TOTALS			2.00	2.00			2.00	2.00	71,437	2.00	77,353	8.28%	2.00	77,353	8.28%

Delta & Grounds			FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
POSITION TITLE	HRS/WK	TYPE	FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
												#DIV/0!			
SHMEO	40	AFSCME	1.00	1.00	32,616	39,139	1.00	1.00	35,735	1.00	37,099	3.82%	1.00	37,099	3.82%
Summer Laborer (6)	40	Non Union	1.80	1.80	5,760	5,760	0.00	0.00	0			#VALUE!	1.80	34,560	
CDL Stipend					1,040	1,040			1,040		1,040	0.00%		1,040	
TOTALS			2.80	2.80			1.00	1.00	36,775	1.00	38,139	3.71%	2.80	72,699	97.69%



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Department of Public Works

Parks & Facilities	POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
				FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
	Supervisor	40	SEIU	1.00	1.00	50,819	60,983	1.00	1.00	60,983	1.00	66,782	9.51%	1.00	66,782	9.51%
	Working Foreman	40	AFSCME	1.00	1.00	42,997	51,596	1.00	1.00	51,596	1.00	55,169	6.92%	1.00	55,169	6.92%
	SHMEO	40	AFSCME	1.00	1.00	32,616	39,139	1.00	1.00	39,140	1.00	41,855	6.94%	1.00	41,855	6.94%
	SHMEO	40	AFSCME	1.00	1.00	32,616	39,139	1.00	1.00	38,924	1.00	41,855	7.53%	1.00	41,855	7.53%
	SHMEO	40	AFSCME	1.00	1.00	32,616	39,139	1.00	1.00	34,601	1.00	40,171	16.10%	1.00	40,171	16.10%
	SEIU Availability Stipend					2,600	2,600			2,600		3,380	30.00%		3,380	30.00%
	Temporary Labor	8	Non Union	0.10	0.10	3,600	3,600	0.10	0.10	3,600	0.10	3,600	0.00%	0.10	3,600	0.00%
	Summer Laborer	40	Non Union	0.24	0.24	4,320	4,320	0.24	0.24	4,320	0.24	4,320	0.00%	0.24	4,320	0.00%
	Summer Laborer	40	Non Union	0.24	0.24	4,320	4,320	0.24	0.24	4,320	0.24	4,320	0.00%	0.24	4,320	0.00%
	Summer Laborer	40	Non Union	0.24	0.24	4,320	4,320	0.24	0.24	4,320	0.24	4,320	0.00%	0.24	4,320	0.00%
	Summer Laborer	40	Non Union	0.16	0.16	2,880	2,880	0.16	0.16	2,880	0.16	2,880	0.00%	0.16	2,880	0.00%
	CDL Stipend					4,160	4,160			4,160		4,160	0.00%		4,160	0.00%
	TOTALS			5.98	5.98			5.98	5.98	251,444	5.98	272,812	8.50%	5.98	272,812	8.50%

Cemeteries	POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
				FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
	Supt./Laborer	40	Non Union	1.00	1.00	60,373	72,456	1.00	1.00	75,830	1.00	78,104	3.00%	1.00	78,104	3.00%
	Foreman/Laborer	40	AFSCME	1.00	1.00	44,283	53,153	1.00	1.00	51,596	1.00	55,169	6.92%	1.00	55,169	6.92%
	SHMEO/Laborer	40	AFSCME	0.00	0.00	33,593	40,320	1.00	1.00	32,616	1.00	37,839	16.01%	1.00	37,839	16.01%
	SHMEO/Laborer	40	AFSCME	1.00	1.00	33,593	40,320	1.00	1.00	39,140	1.00	41,855	6.94%	1.00	41,855	6.94%
	SHMEO/Laborer	40	AFSCME	1.00	1.00	33,593	40,320	1.00	1.00	39,140	1.00	37,513	-4.16%	1.00	37,513	-4.16%
	CDL Stipend					4,160	4,160			4,160		4,160	0.00%		4,160	0.00%



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Department of Public Works

Admin.Assist./Data Entry (\$19.1896 x 960 Hrs.)	Non Union	0.60	0.60			0.60	0.60	18,422	0.60	18,975	3.00%	0.60	18,975	3.00%
														#DIV/0!
Seasonal (\$9.00 x 40 Hrs. x 16 Wks.)	Non Union	0.30	0.30			0.30	0.30	5,760	0.30	5,760	0.00%	0.30	5,760	0.00%
														#DIV/0!
3-PT SHMEO/Laborers (3x17.3733x16Hrsx52Wks.)	Non Union	0.00	0.00		0	0.40	0.40	42,101	0.40	43,697	3.79%	0.40	43,697	3.79%
	TOTALS		2.90	2.90		4.30	4.30	181,339	4.30	189,799	4.67%	4.30	189,799	4.67%



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Building Services

DEPARTMENT:

Building Services

PROGRAM: Department-Wide

PROGRAM DESCRIPTION

Operations

The Building Services Department is responsible for the maintenance and management of its public buildings. As part of that mission, we are responsible for the following systems and duties that are performed in the Belmont Town Hall, Homer Municipal Building, Belmont Police Station, both of the Fire Stations, the Town Yard, Old Municipal Light Department, and the Senior Center:

- Responsible for maintenance and service contracts for fire alarms, elevators, HVAC systems, and generators.
- The pickup, sorting and delivery of US and interoffice mail within the Town Hall Complex, and delivery to the Senior Center and both Fire Stations.
- Daily/weekly maintenance and minor repairs, trash removal, on call service
- Periodic maintenance programs
- Outdoor grounds keeping (lawn care and seasonal cleanups)
- Snow Removal
- Tracking and processing of all utility invoices for Town departments
- Maintain and manage the Town's telephone system/Town's cell phone system
- Maintain document storage system
- Administrative support to Town appointed building committees
- Main depository of information relating to Town buildings including building related reports and feasibility studies, Town owned building plans, and various documents, invoices and other information related to the work of the various Town appointed building committees.

Major Building Repairs

The department is responsible for repairs and/or replacements of various systems; electrical, plumbing, masonry, flooring, etc. which fall under life safety issues versus normal operational repair. This line item was placed in the operational budget for fiscal year 2007 under the heading of Major Building Repairs. This account is for unforeseen major repairs as well as all non-capital major improvements.

Capital Projects

Current capital projects for this department included:

- Continuation of the Roof Repair Work
- Town Hall Complex Landscaping
- Police Station Feasibility Study
- Security Implementation
- Town Hall Door Repair
- Town Hall Complex drainage remediation
- Replacement of one lead window in the Town Hall Auditorium.
- Improving the cooling in the IDF room and the IT Office in the Homer Building.
- Highway ventilation system.



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Building Services

FY 2008 OBJECTIVES

Operations

1. If the Senior Center lease is not renewed in May 2008, successfully relocate the Council on Aging to the trailers located at the High School while awaiting construction of the new Senior Center.
2. Continue to monitor and maintain service contracts for town buildings.
3. Work on policies and procedures for implementing security.
4. Although it is not carried in the budget, the building services department needs to have an additional full and part time staff person added. The full time position will be an assistant that will be responsible for more day to day operations and deal more with numerous service contracts. They will be required to understand the direct digital control systems for both the fire stations and the Homer Building. The part time position will be an administrative aide to help with increased paperwork required by service contracts and taking over two new buildings. I have written a memo to the Board of Selectmen about the proper maintenance of our new buildings so they are taken care of in a professional manner so all the money invested does not appear wasted due to a lack of proper maintenance. I suggested we could acquire the services of two contract weekend custodians to perform floor and other building maintenance on the weekends. It would not require any long term commitment and could be discontinued if financial restraints should arise.

Major Building Repairs

1. Potential rebuilding of the Homer Building interior stairs.
2. Continue working with the Historic District Commission on the repair of the Town Hall Main entrance doorway.
3. Any and all emergency repairs or replacements as they come up.

Capital Projects

1. If funded, there is significant HVAC repairs needed at the Police Station; the dispatch room, the two main server rooms, the jail area and the garage all are in need of repair.
2. The Town Hall continues to need improvements to its HVAC system.
3. The main building at the Highway Yard is in need of proper ventilation in the main garage building and the main boiler will need replacement. The current boiler was installed in 1956.
4. Electrical work at the Homer Building, the Town Hall Complex, the DPW Implement and manage the installation of a security system for the Homer Building and the Town Hall Complex if funded.
5. If funded install security access to the Town Hall Complex.

6. An emergency generator will be needed to support the Homer Building data room.

2007/2008 ACCOMPLISHMENTS & PLANNED WORK

Operations

1. Assumed responsibility of the new Fire Stations utilities, maintenance and service contracts. All future repair work will be conducted through the Building Services Department.
2. Evaluated the current document storage capacity of the town and prioritized the space based on two years of occupancy in the THC.
3. Continuation of service contracts for fire alarm service, elevator inspections, HVAC maintenance agreements for all buildings with the addition of the two new fire stations.
4. Any and all emergency repairs or replacements as they come up.
5. Justin Poirier, working with the Belmont Disability Access Commission and the Town Hall Building Complex Committee received approval for the installation of a TTY phone system for the THC.
6. Coordinated the transfer of all cell phones to a new governmental hybrid system to improve service and reduce costs to the Town.
7. The Security Committees recommendations were taken to the BOS and a 3 year plus plan was approved for implementing a security system in most of the Town's buildings.
8. Had our mechanical consultant study the heat loads of each room in the Homer Building in order to balance HVAC system; this study will be implanted in conjunction with the reprogramming of the DDC system.

Major Building Repairs

1. Worked with the Historic District Commission in an effort to repair the Town Hall main entrance doors. The HDC approved of the plan and the Town Hall Complex Building Committee approved \$16,562 for their repair. The Town Hall doors were removed in August of 2007 and are to be re-installed in November restored.
2. Installed a new A/C unit in room G09 (data room) of the Homer Building.
3. Working with various vendors had excess items and hazardous materials removed from the Leonard Street and Harvard Lawn fire stations.
4. Repaired windows in the Police Station gym.
5. Began a three year plan of improving the Town Hall Complex plantings. Replanted THC flag pole flower bed, with help from Belmont Garden Club. Reconstructed and replanted Homer Building, Concord Ave. flower bed, in conjunction with the Highway Department and landscaping vendor.



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6. Had the Homer Building's HVAC system studied, by a DDC control vendor and determined the DDC was poorly programmed. Vendor is going to reprogram the DDC for better operational control of the system.
7. Electrical Contractor completed the following work at the Town Hall Complex:
 - a. Replaced all of the batteries in the emergency lights in the Town Hall.
 - b. Replaced many of the ballasts in the fluorescent lights in the Town Hall, to remedy the overheating issues.
 - c. Repaired emergency lighting units and circuits in the Homer Building which were not installed correctly.
 - d. Electrical work in relation to the installation of the new A/C unit in the Homer Building data room.
 - e. Installation of flag pole up lighting at the THC flag pole.
 - f. Installed new HP paddle at the Town Hall for the temporary entrance during the main door work.
8. General Contractor has completed the following work:
 - a. Repaired ongoing floor problems in the Senior Center gym caused by the previous roof leak.
 - b. Replaced door on the Police Station shed.
 - c. Repaired ceiling damage caused by the glycol leak in the Homer Building.
 - d. Corrected approximately 12 sticking doors in the Town Hall.
9. Windows were cleaned in the Homer Building, Town Hall and the Police Station. Also had the carpets in the Homer Building extracted and the floors in the Town Hall stripped and waxed.
10. In February 2007, a fan coil unit, on the first floor of the Homer Building, leaked glycol onto the granite floor that resulted in the replacement of much of the floor. 90% of the cost was absorbed by the Town's insurance.
11. Potential rebuilding of the Homer Building interior stairs.

Capital Projects

1. Continued implementation of all interior and exterior signage for the Town Hall Complex.
2. Installation and implementation of phase 1 of the security systems for the Police Station, Homer Building and various IT locations. Systems should be installed in early 2008.
3. Roof repair work to the Police Station and the Highway Garage.
4. Began work for the Police Station Feasibility Study in July.
5. Hired a landscape architect to devise a plan to correct the drainage problems in front of the Town Hall and in the HP spaces in the Concord Ave lot. With the help of Peter Castanino initiated a plan to correct the situation which will be implemented in 2008.

FY 2009 OBJECTIVES

Operations

1. Continuation of service contracts for fire alarm service, elevator inspections, HVAC maintenance agreements for all buildings with the addition of the two new fire stations.
2. Any and all emergency repairs or replacements as they come up.
3. Move into the new Senior Center; debug any issues that accompany a new building; setup new service contracts.
4. If funded implement new weekend custodial schedule for in depth cleaning of Town owned buildings.
5. If funded hire and integrate new Maintenance Program Supervisor into the department.
6. Implement regular yearly cleaning of windows, carpet extraction, and floor stripping and waxing. This program would be implemented in the Town Hall, Homer Municipal Building, Police Station, and both of the fire stations.
7. Continue to assist Town appointed building committees.

Major Building Repairs

1. HVAC fixes.
2. Ongoing implementation of the Edwards & Kelsey facility assessment.
3. Possible reconstruction of the Homer Building stairs.
4. If funded continue work on the Town Hall Complex landscaping. Work with the Belmont Garden Club to develop a strategy for implementing the replanting and design of the beds. In 2007 this process was begun by improving the planting at the Town Hall Complex. The first step was to remove and replant some of the existing plants to new locations. This also included the installation of new more maintenance friendly planting on the Concord Ave side of the parking lot.
5. Any emergency repairs as they arise.

Capital Projects

1. An emergency generator to support the Homer Building data room and the Town Hall Complex phone system as well as the Homer Building and School Administration Building HVAC systems.
2. Purchase new truck.
3. Security Phase II – implementation of security plan for the Town Hall and Police Station.
4. Potential rebuilding of the Homer Building main stairwell.



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LEVEL SERVICE plus 10% - Proposed increase = \$ 98,000.

Under this scenario the department would undertake several steps to improve the maintenance programs of the Town buildings.

Maintenance Program Supervisor: \$44,246

The position would serve to schedule work for the day and weekend staff and to coordinate weekly, monthly, quarterly and yearly in-house cleaning and maintenance activities. This position would also have more of a presence at the Police Station which is a 24/7 operation. Presently, due to limited staffing, too many Building Services functions are falling upon the Police Station Technical Assistant, including service contracts, preventative maintenance, and some general building repairs.

This position would alleviate the Building Services Manager from some of his general maintenance supervision and would assist the Manager with prioritizing general repairs and major capital improvements. In addition this position would be responsible for coordinating service contracts and scheduling preventative maintenance to our facilities as well as annual inspections for the elevators, fire alarms and other life safety functions. The position would also give us a more flexible staff to deal with the work load of the new Senior Center. This person would also aide in operating budget preparation and expanding the services offered to all Town departments in relation to the Town's facilities.

Town Hall Complex Landscaping: \$5,000

Landscaping performed by an outside vendor to repair and replant much of the planting beds and landscaping at the Town Hall Complex over a two year period. This would ensure the proper amount of loam and mulch is applied in order to continually have a well landscaped property into the future.

Weekend Cleaning Crew: \$19,350

These two part-time (16hrs week) custodial positions would provide for detailed cleaning to be performed on a scheduled rotating basis at the Town Hall, Homer Municipal Building, Police Station and both fire stations. These duties would include annual cleaning of shelving units, workstations, light fixtures, extracting furniture, annual HVAC diffuser and clean air grill cleaning, weekly floor buffing, annual carpet extraction, and supplemental weekday work (i.e. removal of chairs from the TH Auditorium for events). We would expect this crew to work 48 weekends a year and would expect 10 call outs yearly. These two positions would not carry any benefits. Some of the cost associated with these positions would be absorbed by the reduction in weekend and evening overtime necessary to open the buildings, lower the flags, and shovel snow. These positions also could be utilized to gain more weekend hours for the Art Gallery, in

the Homer Building. This would alleviate their need to utilize the space during normal operating hours, benefiting the Gallery's attendance and making the space available for Town departmental use. Weekend hours would also allow Town buildings to be utilized for various committees, rentals and other Town related functions.

Custodial Supplies: \$2,000

This additional money is associated with the general increase in custodial supplies required by the weekend cleaning crew.

Equipment: \$7,000

Purchase an extractor for cleaning the carpets and furniture in all of the Town buildings.

Major Building Repairs: \$27,397

The additional funds would allow the department to implement more of the recommendations submitted by the Edwards & Kelsey Facility Audit. These additional projects would include electrical and mechanical hazardous material removal.

LEVEL SERVICE minus 10% - Proposed decrease = \$98,000.

Under this scenario much of major repair and maintenance programs would have to be cut back or eliminated.

Major Building Repairs: - \$98,000

This would result in the elimination of many of the major general maintenance tasks and many major improvements to the Town buildings landscape and drainage corrections, HVAC repairs and modifications, electrical work, general contractor work, as well as consultant services provided for various systems.



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Performance/Workload Indicators

The FY 2009 numbers are estimates based on a general increase in work requests in the current fiscal year. Town Hall Complex meeting space is now being utilized at a more frequent rate since the Library implemented a fee schedule for their meeting room use. Additionally the Board of Selectmen's Office in conjunction with this department is in the process of implementing a formal Town Hall room rental program which may also add to the departments work requests. The two new fire stations have added several new service contracts to the departments list of responsibilities as well.

Description	FY06 Actual	FY07 Estimate	FY08 Estimate	FY09 Projected
Work requests for in house staff	115	125	125	200
Call in work requests for outside vendors; repairs and service contracts	140	180	180	220
Document storage requests/delivers	25	30	30	30
Processing of all invoices for operational budget warrants	950	1000	1000	1250
Data entry/tracking costs for sites.	1900	2000	2000	2500
Number of service contracts maintained; elevator, HVAC, cleaning, fire alarm, etc.	20	22	27	41

CAPITAL REQUEST

FY 2009 SUMMARY AND OTHER OPPORTUNITIES

HVAC Work: \$52,000

The Homer Building (\$30,000), based on recommendation by our DDC control vendor, after replacing the software package on the DDC, will need several mechanical improvements. These include redistributing air flow in the Accounting Department and the Outreach Workers office. The Police Station (\$22,000), will undergo work to isolate the Communications area from the buildings base HVAC system since it is a 24/7 operation.

Security System for Town Hall, Homer Building and Police Station: \$150,000

Continue to implement the plan approved by the Board of Selectmen. The installation of more equipment in the Police Station and begin at the Town Hall. This amount should be sufficient to finish Phase II of the project.

Homer Building Stairs: \$100,000

This is for potential remedial/replacement of interior stairway in the building. At this time, the extent of the work required or cost for an architect or contractor is unknown. I would suggest a place mark of \$100,000 until more information is available.

Equipment – Truck: \$24,000

The department is in serious need of a replacement vehicle. The current second hand truck is becoming unsafe and we continue to spend money on repairs. A new vehicle for the department could be used for the next ten years. With the new Senior Center trips will be become more frequent between the two sites.

Equipment – Generator: \$34,000

An emergency generator would support the Town's data infrastructure as well as keep the security system operational in the event of a power outage. In the event of a power disruption to the Homer Building, the School Administration Building's HVAC system would also go down due to main controller JACE being located in the building.



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BUDGET RECOMMENDATION

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>BUILDINGS SERVICES</u>								
Personal Services	207,985	206,992	203,255	206,441	219,392	316,018	219,392	219,392
Other Expenses	412,316	515,273	579,340	577,150	722,530	729,530	722,530	722,530
Capital Outlay	2,056	138,755	192,583	192,000	190,000	217,000	100,000	190,000
<u>TOTAL BUILDINGS</u>	622,357	861,020	975,178	975,591	1,131,922	1,262,548	1,041,922	1,131,922



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DEPARTMENT STAFFING SUMMARY

Fiscal Year 2007 saw the resignation of the Administrative Assistant III and a new person was hired in March of 2007 at a 35/hr per week position. Below you will see the positions currently in the department and the proposed new positions associated with the LEVEL SERVICES plus 10% exercise.

POSITION TITLE	HRS/WK	TYPE	PAY GRADE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
				FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
Building Manager	40	Mgmt	18	1.00	1.00	64,147	89,805	1.00	1.00	79,789	1.00	83,401	4.53%	1.00	83,401	4.53%
Lead Custodian	40	AFSCME	7-4	1.00	1.00	17.4379	20.9296	1.00	1.00	39,185	1.00	43,561	11.17%	1.00	43,561	11.17%
Custodian	40	AFSCME	4-2	1.00	1.00	13.5651	16.2843	1.00	1.00	29,378	1.00	31,509	7.25%	1.00	31,509	7.25%
Admin Asst III	35	SEIU	8-1	0.88	0.88	19.0850	22.9020	0.88	0.88	34,868	0.88	37,572	7.75%	0.88	37,572	7.75%
Maint. Program Supvr	40	SEIU	9-1	-	-	-	-	-	-	0				1.00	44,246	
Custodian	16	AFSCME	4-1	-	-	-	-	-	-	-	-	-		0.40	11,712	
Custodian	16	AFSCME	4-1	-	-	-	-	-	-	-	-	-		0.40	11,712	
	TOTALS			3.88	3.88			3.88	3.88	183,220	3.88	196,043	7.00%	5.68	263,713	43.93%



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DEPARTMENT: Health Department

PROGRAM: Health Administration

PROGRAM DESCRIPTION

Disease prevention and health promotion activities to maximize the health of all of the citizens of the Town are the two overriding goals of the Health Department. Regular activities such as food service inspections, housing inspections, hazardous waste collection and information and referral for health services are fairly predictable. The unpredictable nature of disease, however, dictates the need for constant readiness on the part of the Health Department staff. The Public Health Nurse left at the end of July, 2006, and the position has not been filled as of this writing. This is an extremely valuable position to the Department and the Town and for that reason the Board is requesting a full-time position. Since 2001 emergency preparedness has been a huge responsibility of the Health Department, and this will be the case for the foreseeable future.

Programs described below are mandated by the State to be carried out by the local health department:

Food Service:

Inspections: The goal of the inspectional/enforcement portion of this program is to insure that all food service activities in the Town are done in complete compliance with the federal and State Food Code. Both the Director and the Assistant Director hold certification as Food Safety Managers and do over 230 inspections per year between the two of them. This requires evening and weekend time to cover temporary events such as Town Day, football games, and church fundraising events. The approximate breakdown of food service categories for Belmont is:

Restaurants	40
Schools	8
Nursing Home	1
Churches and Halls	18
Retail Food Stores	22
Retail Food Stores with Deli	6
Caterers	2
Seasonal or Regular Temporary Events	10
Residential Kitchens	3
Mobile Food including Ice Cream Trucks	8
Temporary Food Events	10 Minimum

Restaurants, schools, the nursing home, and retail food stores require at least two inspections per year. All others receive at least one inspection per year. Re-inspections are required depending on the nature of the violations. There are 15 food code violations for which food service establishments receive an automatic non-criminal citation. Administrative hearings

before the Board of Health average five to six each year. A permitting process was created for vendors at the Farmers' Market this year so that the Health Department could have better control over non-agricultural products being sold. That required more administrative time up front for the 13 permits issued but less inspections overall. A fee was charged for those licenses which increased revenue slightly. A waiver process with no fees attached was also instituted to insure that all events held in Town that included food service were processed through the Health Department to insure food safety. These include school and non-profit fund-raising events that have only a limited amount of food; there have been 37 issued in the first ten months of 2007.

Newsletter: A food service newsletter is prepared by the Health Department twice a year for each food service establishment outlining changes in the code or violations that have been most prevalent in the Town over the previous six months.

Food Service Seminar: In June each year, Health Department staff prepares a workshop for food service personnel in the community. There is a minimal fee per establishment to encourage as many staff members as possible to attend. The workshop usually revolves around a particular topic and guest speakers along with Health Department staff are the presenters. The primary goal of this workshop is to get important information to the local food service workers who do not have the time to leave their businesses for in-service education. Our basic belief is that we will achieve better compliance with an educated workforce. A new restaurant owner was again asked to be a presenter this year along with a pest control operator. Approximately 34 individuals attended the choke-saving workshop, also offered in the spring.

Plan Review: The Health Department meets with prospective new owners of food service establishments to discuss changes in menu, operation, staff and planned renovations to the facility to insure structural compliance with the codes. These meetings frequently include the Building and Fire Departments. There is an average of ten establishments per year that have some changes planned. Work has begun on a new plan review document to assist owners wishing to open a food service establishment.

Regulations: In March of 2007 the updated Belmont regulation requiring that a certified food manager be onsite the full time the establishment is open became effective. This individual is responsible for having the knowledge to supervise other staff in the safe preparation of food. This is much more strict than the State and federal food codes. In at least one establishment in Town this has been a major issue requiring hearings before the Board.

Housing:

The Health Department, under the authority of the State Sanitary Code, 105 CMR 410.000, Minimum Standards of Fitness for Human Habitation, must respond to residents' complaints concerning possible health and safety violations in rental housing. We also respond to the Housing Authority's need to have apartments inspected under the Alternative Voucher program. After an inspection is done, an Order Letter is written to the property owner. The



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Health Department frequently facilitates negotiations between tenants and landlords, so that violations can be corrected as quickly as possible. Cases are occasionally resolved after court intervention. Non-criminal citations can also be used for housing violations, although they are rarely used. No fees can really be charged for housing inspections. The Health Department is usually involved in at least one case of hoarding and unsanitary conditions each year. These cases are extremely difficult and time-consuming due to the circumstances of the resident such as advanced age, mental disability, lack of family members and disadvantaged economic status. The number of complaints involving unkempt properties has continued to increase in 2007. There are few resources to help residents who find themselves unable to care for their properties. Each case is very different and very time-consuming attempting to work out a resolution that satisfies everyone.

Both the Director and the Assistant Director are certified Lead Determinators allowing them to conduct preliminary lead testing in any home in which a comprehensive sanitary code inspection is being done and there are children six years of age or under residing. If lead is found, the owner of the building is issued orders to have the apartment completely inspected for lead by a private lead inspector and then de-lead the apartment as necessary. The Health Department takes many calls throughout the year from both tenants and landlords regarding the State's Lead Regulations, 105 CMR 460.000. There were no inspections for lead in 2007 but there is no way to predict how many will be required in the future.

Nuisance Complaints:

The Health Department responds to over 120 nuisance complaints each year that residents consider health and safety issues. Among the complaints are garbage/rubbish storage and disposal issues, air quality concerns, electric sanding, rodent and other wildlife issues. In some instances the Health Department has regulations covering these complaints such as the dumpster regulations and nuisance regulations. In some instances such as air quality, dust and odors, the Health Department enforces State Department of Environmental Protection regulations. Under this category, the Health Department has facilitated the coordination of work between the federal EPA, MWRA, the State DEP and Town Departments to work with Purecoat North, a metal plating company in response to the many neighborhood complaints resulting from this facility. There was only one complaint that could not be verified concerning Purecoat North in 2007. The total number of nuisance complaints has increased this year, however, with 107 being recorded in the first ten months.

Swimming Pools:

The Health Department, using the State Sanitary Code, 105 CMR 435.000: Minimum Standards for Swimming Pools inspects all swimming pools prior to opening for the season and does periodic water quality testing throughout the season. Both the Director and the Assistant Director hold Certified Pool Operator certificates required for the enforcement of the swimming pool regulations. There are eleven pools at six different locations in Belmont, nine of which are seasonal and two year-round indoor pools. The goal of this program is to insure that all pools are operated in compliance with the Code preventing both injury and disease. The Health Department sponsors and presents a one hour orientation each spring to prepare

the pool operators for the opening of their pools. Over the last couple of years there has been repairs and changes made to three of the pools requiring plan reviews and additional inspections.

Infectious Disease Follow-up: This mandated activity of the Health Department is consuming a growing amount of staff time and is the highest priority activity of the Department. The State Department of Public Health issues the Reportable Disease list and makes changes in the list periodically. The investigation requirements for cases of reportable disease are the responsibility of the local Health Department with the sole purpose of preventing the spread of the disease throughout the community. Laboratories and physicians report cases to the Health Department and the Public Health Nurse (PHN) contacts the physician and the patient and completes the mandated reporting requirements. Contact with the patient is made primarily by telephone but occasionally a letter or home visit is necessary. In this age of bioterrorism, the recognition of a cluster of communicable diseases could be the first indication that some bioterrorist activity has taken place. While we believe the probability to be small in our community, we must be vigilant and prepared. A Mutual Aid Agreement was approved by Town Meeting in 2006 and will allow communities in emergency preparedness region 4b to come to Belmont's aid in a crisis. The current Director of Health is a nurse and covers when the Public Health Nurse is not available. To relieve the Director's workload, the PHN position was increased from five to ten hours per week in FY05. In 2006, the PHN left to become a school nurse and the position has not been able to be filled. It is our strong belief that the short number of hours and the low pay scale is keeping this position open. To be fair, however, the pool of public health nurses is very small because public health cannot compete with the salaries and benefits offered in other medical settings. The average caseload per year is 30 to 50, primarily hepatitis, lyme disease, giardiasis, campylobacter, and pertussis. There have been 37 cases in the first ten months of 2007 not counting the follow-up required for possible cases of Tuberculosis. Without warning, pertussis can spread throughout the middle school and high school and an investigation can tax the resources of the Health Department and the School Nurses. Local health departments have received pressure from the Department of Public Health (DPH) for home visits and directly observed medication therapy in the case of Tuberculosis. If this kind of demand increases, we will require additional hours of nursing time. We have expressed to the State that our communities do not have the resources for this, but ultimately it will be our responsibility. The State (DPH) has tried to give local health departments some relief by having DPH investigate chronic Hepatitis B and Lyme Disease cases, starting in 2007. There is ongoing work being done also to plan for a flu pandemic. Dog, cat and other animal bites are also followed-up by the PHN. Proper treatment at the time of the bite, rabies and tetanus shots, and communication with the animal control officer impounding the animal, if known, are all responsibilities of the PHN.

Day Camps:

105 CMR 430.000, Minimum Sanitation Standards for Recreational Camps for Children, State Sanitary Code, Chapter IV, outlines the regulations enforced by the local health department at camps within our borders. There were four camps held in Belmont in 2007 and the Director of Health, the Assistant Director and the PHN (when available) collaborate to review health



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records of campers and staff, staff qualifications, facility issues, programs and safety issues. Two to three visits per camp are usually necessary to ensure that the camp is entirely in compliance with the regulations. Like other health issues, we have four regular camps in Town but in any given year it can increase to seven or more.

It is fair to say that the day camps, swimming pools, mosquito control activities, and nuisance complaints consume ninety percent of the time of the health department staff from May through August.

Title 5:

310 CMR 15.000, Title 5, the State Environmental Code: Standard Requirements for the Siting, Construction, Inspection, Upgrade and Expansion of On-Site Sewage Treatment and Disposal Systems and for the Transport and Disposal of Septage is also a mandated activity of the local health department. Belmont had approximately 185 subsurface sewerage systems in 1995, when the most recent changes to Title 5 were enacted, and there have been more connections to Town sewer than the replacement of septic systems in recent years. There are a number of homes that can still be connected to Town sewer through a traditional gravity sewer line. In recent years, however, a number of homes have been connected through an innovative pump system. The health department is involved in all aspects of sewerage disposal from ensuring that proper paperwork is filed for sewer connections to witnessing soil testing, doing plan reviews, construction inspections and issuing final compliance documents for new systems. Both the timing and volume of this work is totally unpredictable. The Director of Health is a certified System Inspector. The Assistant Director is a certified System Inspector and Soil Evaluator. In 2006, however, a licensing system was instituted so that both the Director and Assistant Director now have to have licenses renewed every three years that will cost the Town almost \$300 and there are in-service training requirements to maintain these licenses. Septage haulers, those who pump and maintain septic systems, are also licensed under Title 5 regulations by the local health department. Maintenance is required on a septic system every one to three years and the Health Department follows up by letter and phone call those residents who do not comply with this requirement. Much time is spent with prospective buyers, sellers and real estate agents throughout the year regarding Title 5 issues. Several years ago, Belmont received a grant from the State through the Community Septic Management Program to offer low cost loans to residents requiring a new septic system or who could connect to Town sewer. The loans are offered at 5% and are paid off when the home is eventually sold. The Town is paying off this loan over 20 years and the payments are derived from the property assessments of the program participants. The fund has more than \$20,000 in it currently available for residents to borrow.

Tanning Salons:

105 CMR 123.000, Regulations for Tanning Facilities, require licensing and inspections of tanning salons for sanitation, proper equipment, staff training, appropriate screening of clients, and safety issues to prevent burns, dehydration and possibly increased cases of skin cancer. Regulations mandate two inspections per year of our three salons; due to workload priorities, they are often done only once a year.

Vaccine Depot:

Vaccine, primarily for children at this point, is distributed to local physicians from the State Department of Public Health through the local health department. Belmont does not have any pediatricians at this point so the vaccine depot is not very active, except during flu season. However, all of the requirements for the vaccine depot including meticulous record-keeping, annual inspections, twice-daily temperature logs, an approved refrigerator, able to be locked and on a separate electrical circuit, and an emergency storage procedure must be maintained for the small amount of vaccine that we now receive. We have been notified that the vaccine depot program is coming to an end in February, 2008, except the flu vaccine distribution in the fall each year. There will be little change in our procedures due to this because most everything will need to remain in place for the flu season and for emergency vaccine distribution. Identifying, supplying and staffing emergency dispensing sites is a very large part of the health departments' role across the State currently.

Flu Clinics:

In 2006, the Health Department used its flu vaccine in an emergency dispensing drill rather than holding its regular flu clinics. While the drill went very well, it was not clear that the senior citizens of the Town had sufficient opportunity to obtain flu vaccine. In 2007, the flu vaccine was available earlier than in recent years and the supply was adequate. The Department planned its regular flu vaccine clinics at the elderly housing locations and by appointment at clinics scheduled at the Senior Center. Medicare reimbursement will increase due to the return to the traditional clinics. The Department will also participate in the regional flu clinic in early December to exercise its ability to work with regional partners and the Medical Reserve Corps. (MRC) in distributing vaccine to a large population in a short time. The Fire Department is continuing to loan the Health Department emergency supplies such as oxygen and Epi-pens for use at these clinics. We are now reimbursing a physician for signing medical orders for all vaccine clinics. We have been able to use Region 4b grant funds for this purpose and hopefully will be able to for the foreseeable future.

Emergency Preparedness:

The Health Department is a regular member of the Belmont Local Emergency Planning Committee and is participating in the new initiative to be part of a regional emergency planning committee. The Battle Road Regional Emergency Planning Committee was established in January, 2007, and will enhance our ability to become fully certified and obtain funding. The Director has also been a regular member of Region 4b, a State-designated public health region for purposes of emergency planning. Realizing that an emergency never happens in isolation, the State has encouraged regionalized efforts, while we also collaborate with our local Town departments to facilitate the development of policies and procedures. A local group, the Emergency Planning Group, facilitated by the Health Director consists of General Government, Dispatch, Police, Fire, Health and Public Works, Information Technology, Community Development, Belmont Emergency Management Agency and the Council-on-Aging, all of whom worked together on the emergency dispensing site drill. This group continues to work on a risk communications plan, an all-hazards approach to emergency



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preparedness and this fiscal year will be concentrating on identifying and serving residents with disabilities in an emergency setting. Through Region 4b, the Health Department received its fourth grant of approximately \$7,700 this year. This money covers the Nextel phone bill for the entire Health Department, covered attendance at two conferences and paid the expenses of printing and mailing an emergency brochure, designed by the City of Cambridge, but adapted for each Town in Region 4b that requested it. A tabletop display for home emergency preparedness was also obtained through these funds and the Health Department has taken the display to the Child Safety Fair, "Meet Belmont," St. Joseph's Safety Fair, the Council on Aging's Health Fair and to a presentation by the Director at the Belmont Women's Club. The plan is to take the display and presentation to the school PTOs in 2008. There is no way to predict how long this money will be available, however. All Health Department staff and Board members have completed courses in Incident Command and the National Incident Management System to prepare them for participation in emergencies. New course requirements come up every year, however. Both the Director and the Assistant Director have completed ICS-300 this year. The Health Department sponsors at least two trainings in Belmont each year for MRC volunteers.

Burial Permits:

The Health Department in the town in which an individual dies issues a burial permit to primarily a funeral director, but possibly a family member of the deceased, in order for an individual to be cremated or buried. The Health Department and then the Town Clerk's office review the information on the Death Certificate for completeness and accuracy before permits are issued. Three Funeral Directors in Belmont have also been designated as Agents of the Board of Health so that burial permits can be issued 24 hours per day seven days per week. There has been no indication that the State is ready to computerize this system which requires forms to be manually typed. There were 89 burial permits issued.

Funeral Directors:

Local health departments are also required to license funeral directors. The State sends the Health Department a list of qualified individuals for licensing. I believe they are licensed locally because it is assumed that we are familiar with those funeral directors in our jurisdiction. It is my understanding that some health departments actually inspect funeral homes. That has never been done in Belmont as far as this Director is aware, and I have not been able to find any directives on how to inspect a funeral home. Funeral directors will be an integral part of any emergency plan involving mass casualties and a meeting with these individuals remains on the "to-do" list.

Bottled Water:

In accordance with MGL Chapter 94, Section 10A, covering non-alcoholic beverages, the local health department works collaboratively with the State Department of Public Health to license bottling plants in its jurisdiction. Belmont Springs notified our department that it will no longer be bottling water in its Belmont plant. It will remain a distribution center but we are assuming that licensing and inspection responsibilities will no longer be required. There will be a loss of \$35 in revenue due to this change.

The following activities are required by our own Board of Health Regulations:

Abrasive Blasting:

Contamination of a Belmont home, due to the sanding of exterior leaded paint on an adjacent house in the mid-eighties, led the Board of Health to initiate abrasive blasting regulations. These regulations cover the removal of paint from brick surfaces and swimming pools, but the primary activity is responding to calls from residents about electric sanding of exterior paint, which is prohibited due to lead hazards and air quality issues. Some painters do have equipment with a high efficiency particulate filter on a vacuum device so that they can use an electric sander. Warnings to homeowners are put in the newspaper every year and on the electric bills. There were ten complaints about electric sanding this year requiring an immediate response from the Health Department. Non-criminal citations are almost always issued in these instances. Staff members also follow up complaints referred by the Police Department, whose staff responds to these calls on the weekends.

Biotechnology:

All individuals and companies conducting research on RNA, DNA and infectious agents must obtain an annual license from the Board of Health. The Belmont Bio-safety Committee (BBC) is comprised of the Director of Health, one Board of Health member and three community members. The Director of Health also sits on each company's internal bio-safety committee. The Director of Health facilitates visits by Fire, Police, Health and Community Development on a yearly basis so that they are familiar with the facilities in case of an emergency, and facilitates inspections as necessary. There are currently two such licenses.

Body Art:

Regulations for body piercing and tattooing are also relatively new, promulgated in 2001, and no establishments have applied yet. These regulations are very extensive and cover staff training, sanitation, equipment, client screening and record-keeping. After the courts stated that the State could not forbid the practice of body art, the State Department of Public Health produced model guidelines and encouraged health departments to adopt them to ensure that body art was done in the safest, most sanitary environment possible. We have had one inquiry in 2007 and are not sure at this point whether Belmont will be getting an establishment or not.

Dumpsters:

The primary goal of the dumpster regulations is to control the location, contents, ultimate disposal, and the nuisance aspects of these very important tools for rubbish storage and disposal for businesses in the Town. Annual dumpster permits are issued to businesses in Town for regular trash disposal. Temporary dumpster permits are issued primarily to residents or contractors for shorter term projects such as renovations, roofs and home clean-outs. In conjunction with the Fire Department and the Department of Public Works, the process of updating these regulations, started in 2004, was finally completed, effective December 1, 2006. The anticipated increase in revenue has been realized in 2007.



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Massage/Muscular Therapy:

There are now 13 Massage/Muscular Therapy establishments licensed through the Health Department. In some cases these are hair salons expanding their client services. Individual therapists are licensed primarily to ensure that they have appropriate educational training and the establishments are checked to insure that licensed therapists are hired and that sanitation guidelines are followed. The State promulgated regulations regarding individual therapist licenses so that it was assumed that sometime in 2007 the State would take over those licenses. There has been no word concerning that so far so local health departments have continued licensing. There will be a significant decrease in licensing fees when the State takes it over, but it is also a huge drain on our time. Educational background and references are checked for each applicant. Towns are presuming that the establishments will remain under local jurisdiction.

Tobacco Control:

In 1990 Belmont was one of the first towns to pass tobacco regulations limiting smoking in food service establishments and the workplace. In 2005, the State passed tobacco regulations that essentially made a large part of our local regulation unnecessary. The Health Department proceeded to update our regulation by referencing the State regulation and then updating the "sales to minors" portion. The new regulations became effective March 1, 2007. Compliance with these regulations has been quite good over the last year, with only a few tickets being written. The regulations require all tobacco retailers to obtain an annual license to sell tobacco, which gives the Health Department an annual opportunity to remind them not to sell tobacco products to individuals under age 18. The Health Department has carried out compliance checks with retailers since those first regulations were passed. Between the years 1995 and 2002, the State Department of Public Health awarded grants to many towns, including Belmont, to update regulations, to do more regular compliance checks and continue educational efforts. Belmont's grant money was spent primarily on educational efforts for students. A third grade anti-smoking program had been presented in the schools prior to the grant money and has been continued through collaboration between the School Nurses and the department. In 2004, grant money from MDPH was once again made available to assist cities and towns with compliance checks. A new consortium was formed and regular compliance checks have taken place, along with regular retailer compliance checks for required signage and other storage issues. Belmont is the lead agency for the consortium and does receive approximately \$5,000 in compensation for its efforts. This grant, with legislative approval, will go through 2011.

The following programs are extremely important to the Health Department but are not mandated by State or local regulations:

Hazardous Product Disposal:

Belmont started its one-day hazardous product collections in 1984 just a few years after the first collection was held in Massachusetts in 1981. It was recognized immediately that a regional approach would maximize the use of the available funding and Belmont collaborated

with Arlington and Watertown to have one-day collections. At the same time, Belmont spearheaded a movement to develop a permanent regional site. Only when NESWC provided organizing help, grant money became available from the State and a site was offered by the Town of Lexington, did the Minuteman Hazardous Product Facility finally open in spring 1998. It has since added small businesses and continues to provide a disposal site for the eight towns that collaborate to run it and for every other town in Massachusetts if their residents are willing to pay a fee. The Director of Health is the representative from Belmont and the chairman duties rotate in alphabetical order. Belmont will chair the committee again in 2008. Each of the eight Towns staff one of the eight Saturdays that the site is open and each town pays a \$.75 per participant overhead fee to the Town of Lexington for maintenance of the site. Towns are billed for half cars and full cars of material. Belmont is one of five towns that pre-register for the event so that we can control participation and the ultimate cost. The Administrative Assistant registers each of the approximately 275 households for a specific Saturday. Cancellations and rescheduling are also done by the Health Department. Health Department staff and volunteers run the site on the Belmont-sponsored Saturday. Costs for this program had remained fairly stable over the years but increased sharply in the 2004-05 season. A major step was taken for the 2005-06 season by no longer accepting latex paint. It is not technically a hazardous substance, is very expensive to dispose of through a hazardous waste hauler and can be dried out and put in the regular trash. Most residents have been very happy to have the information on how to dry out the paint so that they can dispose of it quicker and more conveniently at curbside. The removal of the latex paint has decreased participation at the site which ultimately increases overhead costs while individual communities' disposal costs are reduced. An RFP was issued by the committee in the fall of 2006 and a new vendor, PSC Environmental Services, took over the site as a vendor. In the fiscal year 2006 and 2007, the costs sky-rocketed for this service and Belmont has found itself in the position of being terribly under-funded. The Board will be going to the Warrant Committee for additional funds for this fiscal year; we will be increasing our budget request; and the Minuteman Committee is working with the vendor to decrease the overall costs. The Board of Health does not wish to decrease participation in the events because it has been stable throughout the life of the program and at least 30% of participants are new users.

Day Care & After School Programs:

Belmont licensed its day care programs starting in the early 50s, so that when the original State Office for Children was created, Belmont continued as a delegated community. In the early eighties, after-school programs were added when the State created regulations covering after school care. The Director of Health is the delegated licensor and inspects these programs using State regulations, policies, procedures and record-keeping. A new program opened this year and two other programs combined to bring the total of group day care programs to eleven and after-school programs remains at six. The Board of Health has always believed that compliance would be better if there was a local licensor, so the program has been continued through the highs and lows of staffing and workload in the department. A licensing study is done every two years and takes approximately two full days. Follow-up visits, changes in licenses and locations, and complaint investigations can be time-consuming. With the increase in public health nurse hours in FY06, training did begin so that the PHN could take



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over at least the nursery school and day care program licensing. The PHN had been making good progress until she left the position. The Board is hopeful that this program can be maintained in the Health Department despite increasing pressures like emergency preparedness, hazardous materials regulations, and a rumor that the State wished to take over this program.

Outreach Worker:

This mental health program started many years ago, resulting from a grant, and has evolved into a 30 hour position for a Licensed Independent Clinical Social Worker, accepting referrals from a variety of sources, and providing a resource to students and families who need help for a variety of reasons. Individual counseling, group counseling, parent meetings, and help locating other social services are the primary tasks. The position operated primarily in the Middle School and High School until September 2002 when it moved into Town office space. There has been a wonderful collaboration between the Youth Services Coordinator, the D.A.R.E Officer and the Youth Officer from the Police Department, and other agencies offering mental health services to residents. Strengthening these bonds and increasing the program's visibility in the community continues to be major goals of this program. The Outreach Worker is a regular member of the newly formed Community Coalition for Youth Safety and is responsible for the minutes. This group was originally formed after an incident involving alcohol and high school students and, while the mission is being clarified over time, it is the intent of the group to educate residents about the risky behaviors of youth and to lessen their negative impact on individuals and families. A letter with a brochure on protecting your teen from alcohol and other drugs was sent to all 9th grade parents in the fall of 2007 under the sponsorship of this group. This project will now be an annual one. The Outreach Worker attended eight emergency preparedness workshops over the past year. She had approximately 50 individual counseling sessions and more than 25 community and client-oriented meetings. She worked closely with the Youth Services Coordinator on two very well received programs, "Golden Shoes" and "Reel Talk." A girls group was coordinated with six sessions. It received high marks and it is hoped that a boys group can also be formed this fiscal year. She works with the Belmont Affordable Shelter Fund and the Salvation Army. While crisis counseling was the original intent of this position years ago, it has evolved into a very important social service for all Town residents. We are requesting that funds for specific outreach activities be added to the Health Administration budget this year in addition to the required licensing fee and continuing education credits.

Dental Program:

The current Director was originally hired in 1983 to develop a dental health program for the elementary schools. The program was originally conceived for all five grades but became a regular part of the Kindergarten, 2nd and 4th grade curriculum so that the anti-smoking program and the D.A.R.E. program could be presented in the 3rd and 5th grades respectively. After the State Legislature instituted the education reform bill, the program could only be presented in the Kindergartens. Educational pamphlets and student worksheets on good dental health and nutrition are prepared by the Administrative Assistant for each of the Kindergarten classes. She also coordinates visits by a local dentist to those classes requesting it. Tooth models,

teacher handbooks, puppets and other supplies that can be shared are transported to each elementary school during their dental health "month," February through May each year. The total cost of this program is approximately \$250 per year.

Action for the Community Elderly (ACE):

This is a networking group of representatives from agencies providing service to Belmont's elderly. It was started in the early eighties by a Board of Health member when two elderly residents were going to be evicted from their homes. Over the years those kinds of activities have been primarily transferred to the Social Worker at the Council-on-Aging, but the Director of Health still chairs this very important providers meeting every other month from September through June. Overall membership in the group is increasing as the elderly population grows and the necessary services increase.

Blood Pressure Clinics:

The Health Department discontinued its one remaining blood pressure clinic at the Library in November, 2007. The clinic was no longer well utilized and the Senior Center provides blood pressure clinics once weekly at its location, often using CareGroup nurses. There had been no charge to the Town for the clinic so there will be no change in the contract amount. The contract itself will remain in place to supply nurses for flu clinics and other services that may arise on an emergency basis.

Mosquito Control:

This line item has been put in the Animal Control section, but the Director is currently the Chair of the East Middlesex Mosquito Control Program. This is a group of over 25 communities who have pooled resources over many years to provide surveillance, education, larviciding and adult mosquito control when necessary. Almost \$5,000 of the annual assessment goes toward running the actual operation of the mosquito district and additional funding is put towards actual mosquito control. Since the advent of West Nile Virus in 2001, these mosquito control activities have been extremely important to the community. They have also been a huge drain on the manpower in the Health Department. Treating each catch basin in the Town, 1900 total, twice during the mosquito season was done during the summers of 2002 through 2004, by Health Department staff. The actual larvicide was purchased through the mosquito control district and Health Department staff, assisted by Highway Department staff, did the larviciding. In 2005, it was decided to do the larviciding only once and there was sufficient funding for the district to do it, freeing up all Town staff. In 2006 two rounds of larviciding were done with a third round to specific areas due to positive mosquito pools. Two rounds were done in 2007 using Health Department and DPW staff. A budget request will be forthcoming to cover the Mosquito District doing this work in the future. It is too much physically for the Health Department staff and is too time-consuming for both Health and DPW. It is still a strong recommendation that two rounds be done each summer and this will take additional funding. This year's budget request includes the requested 3% increase from the District as well as \$2,000 for them to do two rounds of larviciding. I hope to get more exact figures as soon as possible.



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2007 MAJOR ACCOMPLISHMENTS

1. Using emergency preparedness grant money, a home emergency brochure was adapted from one created in Cambridge and a copy was mailed to every household in Belmont. A home preparedness display was created and taken to several health fairs and groups.
2. Food and Tobacco updated regulations became effective March 1, 2007.
3. Good progress was made on writing hazardous materials regulations.
4. Health, along with Fire, Police and DPW became part of the Battle Road Regional Emergency Preparedness Committee and plans to become fully certified are underway.
5. Health and ACO began to meet with the Metropolitan Area Planning Commission and other towns to cooperate on a regional kennel for animal control
6. The Community Coalition for Youth Safety met more regularly and sent out a letter and brochure on the use and abuse of alcohol to all 9th grade parents.

2008 OBJECTIVES

1. Continue to work with the LEPC, the Emergency Planning Group, Region 4b and the Battle Road REPC to enhance and refine our comprehensive emergency plans; to make changes in the plan resulting from experiences with regular table-top and simulated emergencies.
2. Promulgate the hazardous materials regulations and work with the Fire Department to implement the registration and inspection process. This has been pushed from 2007 to 2008 due to staffing issues in the department.
3. Continue to encourage the collaboration between the Outreach Worker, the Youth Services Coordinator, the Police and School Departments.
4. Hire a full-time nurse to relieve the Director of all communicable disease, day camp, day care, and flu clinic responsibilities and to assist with emergency preparedness planning and coordination.
5. Work to strengthen the Coalition for Youth Safety and create regular annual projects to enhance the parent education that already exists in the community.

Performance/Workload Indicators

There is almost nothing other than time spent in meetings that is not recorded in some way in the Health Department. The following are all on record in the Health Department:

- Telephone log listing all calls; categorized by type at the end of the year when necessary.
- All inspections have an inspection report and numbers are reported in the Director's Report on a monthly basis. Director's Report is an official part of the monthly BOH minutes and is sent to the Board of Selectmen.
- All monthly Board of Health meetings have minutes sent to the Town Clerk.
- All complaints are logged on a complaint form and entered into the computer.

Description	FY07 Actual	FY08 Estimate	FY09 Estimate
Telephone Calls	3,320	3,200	3,000
Inspections	386	425	500
Complaint Investigations	107	130	150

Telephone calls break down by **percentage** as follows:

Informational	18	Board of Health	3
Animal	18	Disease F/U	5
Hazardous Waste	14	Schools	3
Other Departments	5	Title 5	3
Complaints	8	Electric Sanding	3
Housing	5	Asbestos	1
Food	6	Media	1
External Meetings	3	HHAN Alerts	1
Investigation F/U	3		

2007 flu calls have been more under control due to the availability of vaccine. The Department is still using the Flu Information Line to get information out. There is no way to know how many people are using that line but it relieves the staff somewhat of answering every flu call. We have started with two clinics with 80 appointments each.



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BUDGET DIRECTOR'S BUDGET SUMMARY

There are slight increases in the level-service budget, with the exception of hazardous waste and nursing. The Board of Health is requesting a full-time nursing position in the Enhanced services budget. Rather than increase the full time equivalents so that the position could be filled, the Town Administrator recommends increasing the budgeted amount for the part time currently in the budget. The current salary level is not competitive with other public health positions, let alone the other nursing jobs available. Hazardous waste must be increased to cover increased costs of this regional program with level services.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>HEALTH ADMINISTRATION</u>								
Personal Services	242,870	265,146	267,584	288,713	302,398	343,084	302,398	302,398
Other Expenses	10,700	12,358	15,505	20,005	21,540	23,540	21,540	21,540
TOTAL Capital Outlay	555	444	-	-	-	-	-	-
TOTAL HEALTH	254,125	277,949	283,089	308,718	323,938	366,624	323,938	323,938

DEPARTMENT STAFFING SUMMARY

Position	Hrs/ Wk	Type	Pay Range FY08		FTE's Funded			Fiscal Year 2008		Fiscal Year 2009		FY09 10% Up		FY09 10% Down	
			Min.	Max.	FY06	FY07	FY08	FTE Fill	Amount	FTE Fund	Amount	FTE Fund	Amount	FTE Fund	Amount
Health Director	40+	Mgt	67,354	94,295	1.00	1.00	1.00	1.00	92,770	1.00	95,553	1.00	95,553	1.00	95,553
Outreach Worker	30	Non-union	21.81	30.54	0.66	0.66	0.66	0.66	42,067	0.66	43,495	0.66	43,495	0.66	43,495
Public Health Nurse (New)	35	Non-union	20.50	28.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	53,186	0.00	0.00
Public Health Nurse (Vacant)	10	Non-union	20.50	28.70	0.14	0.29	0.29	0.29	11,484	0.29	20,000	0.00	0.00	0.29	20,000
Administrative Assistant	35	SEIU	19.19	22.90	1.00	1.00	1.00	1.00	41,842	1.00	43,472	1.00	43,472	1.00	43,472
Assistant Director	40	Mgt.	56,375	78,925	0.00	1.00	1.00	1.00	59,313	1.00	61,092	1.00	61,092	1.00	61,092
Sanitarian	40	Non-union			1.00	0.00	0.00	0.00							
TOTAL					3.80	3.95	3.95	3.95	247,476	3.95	263,612	4.66	296,798	3.95	263,612



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REVENUE ISSUES

Fees

To the extent possible, actual fees are being listed. Many fees are variable so that averages over the last two years are being used for projections. All of the Health Department's revenues are on a calendar year, so for the most part the actual money collected to date is listed below. Most of the Health Department fees were increased at the end of FY 03. Day Care and School Age licenses are renewed every other year so it is not predictable over a one year time-span. Not on this list at this time are the permit fees for hazardous materials storage. These regulations have not been able to be implemented due to staffing shortages. We are anticipating approximately 120 permits at \$40 each which could bring in as much as \$5,000 when all the permits have been issued. As mentioned previously the bottled water plant will no longer be receiving a permit and the State is supposed to take over the individual massage licenses. That will be a significant revenue loss. You will also notice, however, that we have previously not listed tobacco permits and those have been added this year.

Description	FY07 Actual	FY07 Budget	FY08 Projected	FY09 Projected
Abrasive Blasting Licenses & Permits	0		0	0
Animal Permits	0		100	100
Burial Permits	780		855	800
Biotech Licenses	200		200	200
Day Camp (7)	550		550	550
Day Care (12) & School Age (6)	2,075		1,075	1,075
Dumpsters (80Annual, 198 Temp.)	2,485		4,820	4,800
Food Permits	9,925		9,960	10,000
Funeral Director Licenses	400		400	400

Description	FY07 Actual	FY07 Budget	FY08 Projected	FY09 Projected
Massage/Muscular Therapy	1,950		2,200	400
Bottled Water (1) (Set by State)	25		25	0
Rubbish Haulers	1,025		1,150	1,100
Swimming Pools	330		475	475
Title 5	225			275
Tanning	275		275	275
Tobacco			1,050	1,050

Grants

The Health Department is anticipating that money for emergency preparedness will continue in FY09 through a grant from the Department of Public Health via Region 4B. At this writing we have not been told the actual amount for FY08, so it is impossible to plan anything around this money. It always comes with strict guidelines for expenditures, although we have been able to pay our Nextel phone bill for the entire department out of this grant. In November 2004, Belmont became the lead agency for a tobacco consortium. Grant money pays for our compliance checks and Belmont receives a stipend of approximately \$5,000 to administer this program. Both the Accounting and the Health Departments are involved in the administration. We have approximately half of our \$3,000 emergency preparedness grant from FY07 left to conduct another drill. We have a \$1,000 grant that must be spent on education around sun protection. We have tried several schemes to accomplish this but they have all fallen through. There is also money under a Mt. Auburn grant under the Health Department. This is now intended for use at the proposed Teen Center. Only the renewable grants appear in the box below.



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Description	FY07 Actual	FY08 Projected	FY09 Projected	Purpose
Department of Public Health	7,699	7,699	7,699	Emergency Preparedness-no operating expenses
Department of Public Health	5,000	5,000	5,000	For Administration

Other Revenues

In addition to license fees, the Health Department receives payment for services such as flu clinics. Medicare and the HMOs determine the payment each year for administering the flu shot. Occasionally this amount actually decreases so the projections are very conservative. Those who are not on Medicare pay a fee which was raised from \$2.00 to \$3.00 for the 2007 flu season. Citations are totally random; the goal for us is to not write any citations. We have written 86 non-criminal tickets this year, including some warnings; food, animal control, and electric sanding comprise the bulk of the tickets written. The fines are \$25 and \$50 depending on the violation. Also please remember that citation fees are given in the Health Department for revenue planning only; the actual money is collected by the Town Clerk, and sometimes, the Cambridge Court.

Description	2006 Actual	2007 Actual	2008 Projected	2009 Projected
Flu Clinic Receipts	3,000	2,400	3,000	3,000
Citations	1,850		1,500	1,500

FY09 BUDGET SUMMARY

Even though budgets are tight, the Board of Health is requesting a full-time nurse. In the near term and the long term, the Health Department requires many more nursing hours than it has had. The reliance on the Director, who is an RN, to fill in whenever nursing services are needed and the PHN is not available was never a great working model, but with an increasing workload, it is not working. Even with the full-time services of an Assistant Director (who is

also the Sealer of Weights and Measures) there are no extra hours to add responsibilities. The Health Department is facing the implementation of the Hazardous Materials regulations "demanded" by the citizens and there is no extra time for that program. The Administrative Assistant is going to have to absorb the application and permitting process; the Director and the Assistant Director are going to have to implement the inspectional portion of the program. We are anticipating over 120 permits and inspections with this one program.

It is difficult to impress upon everyone the scope of work covered by the Health Department and the increasing demands on a yearly basis. The Director and Assistant Director are heavily involved in the emergency preparedness planning and exercises. The exercises are required of communities, because they are tied to grant money and because our residents expect us to be prepared.

Our pay scale for nursing services is very low and we have been told over and over that it is not adequate to get a nurse to fill the position. The estimated salary in this budget is at the highest step in grade nine to hopefully be able to be competitive in today's market.

As stated last year, the hazardous waste budget needed to be increased because we had not even budgeted what the collections cost. We used up all of the extra money that we had paid Lexington and the increase in costs this year has put us in a negative balance. I am working with other committee members to reduce the overall costs, but I think anything less than \$12,000 is not going to cover the expense. Our participation has been stable over the years and \$12,000 was the budgeted amount at one time. The cost has finally caught up with us.

Again, I have to put the cost of the Nextel phones in the budget but it more than likely will be covered by grant money again this year.

The full cost of larviciding by the East Middlesex Mosquito Control has also been included in this budget.



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DEPARTMENT: Health Department

PROGRAM: Animal Control

PROGRAM DESCRIPTION

The purpose of this program is to enforce the animal control by-law and Board of Health regulations to ensure the health and safety of its residents. The Animal Control Officer (ACO) is the official State-mandated Inspector of Animals for the Town. The Director of Health and the Assistant Director of Health are the alternate Inspectors of Animals. The Board of Health nominates individuals for both regular and alternate inspectors of animals each year in March and the appointments are made by the State Department of Agriculture. The following are the primary services of this program:

- 1) Quarantine dogs and cats that have bitten humans or other animals for ten days to ensure that they were not carrying rabies at the time of the biting incident.
- 2) Quarantine dogs and cats that appear to have a wound of unknown origin for 45-180 days depending on the dog's or cat's rabies vaccination status. These wounds are assumed to have been received by a possible rabid animal.
- 3) Provide public education through evening programs, student workshops, workshops for employee groups, newspaper articles, cable TV programs, and messages in other publications such as the Electric Light Quarterly.
- 4) Investigate all animal and rodent complaints, responding to residents' questions concerning nuisance wildlife: bats, skunks, raccoons, foxes and coyotes. Picks up wildlife suspected of contact with humans or pets, euthanizes them if necessary and transports to State laboratory for rabies testing.
- 5) Patrols parks, playing fields, conservation land and open space, issuing citations for violations of the Town's by-laws. Animals found wandering are identified if possible and returned to the owner. Unidentified animals are impounded until the owner is located or the animal is adopted out either through a shelter or from the kennel.
- 6) Responsible for setting up at least one rabies clinic for dogs and cats.
- 7) Picks up dead animals in the Town, especially dogs and cats so that the owner can be notified. The Health and Highway Departments cooperate so that pets that have been killed can be identified and the owner notified. The dead animals are stored in a freezer in the

basement of the Police Department prior to pick-up by a company licensed to dispose of dead animals properly.

- 8) Assists the other Health Department staff with mosquito abatement activities.

2007 MAJOR ACCOMPLISHMENTS

1. Gave 16 presentations on coyotes and wildlife management to Town groups as well as other groups throughout the State, including a WBZ Radio 1030 interview with Paul Sullivan that was expanded from 30 to 90 minutes.
2. Received a Certificate of Appreciation from the Animal Control Officers Association of Massachusetts in recognition of exceptional presentations on coyotes and wildlife to various groups throughout the State.
3. Worked with residents to rescue a raccoon that got its head stuck in a plastic jar. As a result of that work, the animal control program was presented with a \$5,000 check and an additional \$5,000 from a matching grant to purchase needed equipment for the animal control program and to attend educational programs.
4. Worked with residents who wanted to keep chickens in Town as part of a "sustainable" lifestyle; assisted with design of application, created an inspection form and completed six inspections.
5. Facilitated bringing the low cost "spay/neuter wagon" to Belmont so that a low cost spaying and neutering program could be available to needy residents.

2008 OBJECTIVES

1. Continue updating the ACO website.
2. Cooperate with the Conservation Commission on the open space management plan.
3. Assist the Director in updating the Animal Control Procedure Manual.
4. Continue giving presentations on wildlife management.
5. Be an active member of the regional committee to locate a kennel facility for use by all of the cities and towns on the committee.

Performance/Workload Indicators

The Animal Control Officer keeps detailed daily logs and provides the Board of Health with detailed monthly reports covering all animal control activities.



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**ANIMAL CONTROL OFFICER SUMMARY REPORT
 TO THE BOARD OF HEALTH**

Calendar Year 2007

1. Complaints/Calls/Visits: Home Visits: 205
 Health Dept dispatch calls: 60
 Belmont Police dispatch calls: 52
2. Citations Issued: Off leash/cemetery/in park: 5
 Written Warnings: 5
 Farm animals: 0
 Letters Sent: 5

3. Lost & Found:

	DOGS	CATS
Reported missing	10	45
Picked up and brought home	14	4
Impounded	3	8
Impounds claimed/adopted	3	7
Lost pets returned home or found	1	22

4. Wildlife:

Euthanasia 4 squirrels, 3 Bats submitted for rabies testing (all negative,) 1 cat (was negative for rabies)

Rescues: 1 skunk, 3 ducks, one cat from a tree and and 1 ball python

5. Quarantine Activities:

	DOGS	CATS
Put on 45-day quarantine (Bite of unknown origin)	0	15
Taken off 45-day quarantine (Bite of unknown origin)	1	9
Put on 6-month quarantine (Bite of unknown origin; unvaccinated)	0	5
Taken off 6-month quarantine (Bite of unknown origin; unvaccinated)	1	3
Put on 10-day quarantine (Bite to human)	9	1
Taken off 10-day quarantine (Bite to human)	9	1

6. Community and Other Activities:

- Gave 16 presentations on coyotes and wildlife management
- Sponsored S.T.O.P. program, a low cost spay/neuter program for residents
- Conducted rabies vaccination clinic
- Supported "Concerts in the Park" on several nights.
- Attended "Meet Belmont" and promoted animal By-Laws
- Participated in the Child Safety Day
- Supported Belmont Dog Owners Group (BDOG)
- Total vehicle patrol miles for this period were 5,413 miles, a daily average of 32 miles



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Health Department

BUDGET DIRECTOR'S BUDGET SUMMARY

There are no outstanding changes in this budget. Approximately 20 to 25% of the pound charges budget category is returned to the Town through animal fees charged to owners when they retrieve their animals from the pound. The number of dogs, cats and kittens in the pound for a prolonged period of time is totally random and not controllable. We work with no-kill shelters, foster homes and magnanimous residents to keep animals out of the pound if at all possible. The ACO has been outstanding at keeping animals out of the pound.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>ANIMAL CONTROL</u>								
Personal Services	46,318	48,861	49,021	50,891	52,680	52,680	52,680	52,680
Other Expenses	14,392	15,500	18,360	17,215	21,335	21,335	21,335	21,335
TOTAL ANIMAL CONTROL	60,710	64,361	67,381	68,106	74,015	74,015	74,015	74,015

DEPARTMENT STAFFING SUMMARY

Position	Hrs/ Wk	Type	Pay Range FY08		FTE's Funded			Fiscal Year 2008		Fiscal Year 2009 Level Service		FY09 10% Increase		FY09 10% Decrease	
			Min.	Max.	FY06	FY07	FY08	FTE Fill	Amount	FTE Fund	Amount	FTE Fund	Amount	FTE Fund	Amount
Animal Control Officer	40	Non-union	19.19	26.85	1.00	1.00	1.00	1.00	47,990	1.00	50,286	1.00	50,286	1.00	50,286

REVENUE ISSUES

Animal licensing revenues are reported in the Town Clerk's budget. All payments by individuals to cover pound charges include a \$10 Administrative Fee that is kept by the Town, but the Animal Fees section of the Health Department budget is primarily paid to the kennel as fee for service on an annual contractual basis. The kennel with which we have contracted for all the years I have been here was closed this year. Currently we have no contract with a kennel for services. Thankfully we have not needed much service so far. We have a couple of kennels who will provide emergency service for us. We will be paying retail for these services, however, which will be double our previous contract price. This is a huge issue for us and the reason we have been so anxious to work with the Metropolitan Area Planning Commission to find a regional solution to this problem.

Real revenues produced by the animal control program are the fees paid for citations issued. These numbers are reported in the Health Department revenues section, although the actual payments are paid to the Town Clerk. The animal citations listed below are also included already in the Health Department Administration revenues. Due to the outstanding job of the Animal Control Officer, the number of citations needed to be written has been drastically reduced. That is not necessarily a good thing for the budget! The rabies clinic has not necessarily been well attended in recent years either. These things are great for public health but not the budget!

	FY07 Actual	FY08 Projected	FY09 Projected
Animal Citations	150	150	150
Animal Receipts	25	175	175



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Health Department

Rabies Clinic	250	300	300
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Capital Requests

The Animal Control van was replaced in March, 2005, so there is no request for FY09.

FY09 BUDGET SUMMARY

The mosquito control line item has been increased 3% to cover the general requested increase and includes money for larviciding as explained under the Health Administration narrative.
The pound charge line item is totally unknown so I am leaving it the same at this time.



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Health Department

DEPARTMENT: Health Department

PROGRAM: Sealer of Weights and Measures

PROGRAM DESCRIPTION

The Sealer of Weights and Measures functions so that equity prevails between the buyer and seller on determinations of quantity of all goods, wares, and merchandise. The Sealer enforces the General Laws of Massachusetts, local ordinances and regulations relating to the accuracy of weighing and measuring devices, and the weight, measure, and count of commodities offered for public sale, and in sealing or condemning of devices tested.

FY08 MAJOR ACCOMPLISHMENTS

In lieu of a formalized training program at the State level, the Sealer has obtained training from other Sealers in most facets of the day to day duties of the position. The Sealer did attend the New York State sponsored training session again this year. This training does in fact cover the routine aspects of weights and measures with respect to device certification and is very valuable. Development of a web page with appropriate information and links to services for public education was accomplished. The Sealer was also able to provide input and certify new devices at several gas stations that had converted to more modern pumps as well as completing a complete change-over of the scales at Shaw's Supermarket. The Sealer did respond to several complaints about mis-branded motor fuels with the assistance of the State Inspector and was able to determine that none of the complaints were valid.

FY09 OBJECTIVES

1. Full certification of the Sealer, if State supplied training is provided.
2. Continue to evaluate the fee structure for the program and investigate regional collaboration opportunities.

Performance/Workload Indicators

All data related to Belmont Weights and Measures is collected on-site via inspection report forms. One copy is kept by the Sealer and an original copy is left with the business. Receipts are given for all cash transactions, and upon request with checks. All information is then logged into a computer program that provides totals for inspections and receipts. Finally, each business is given a folder where the paperwork is collected. The number of businesses and equipment can vary from year to year. A calendar year report is also submitted to the State

Division of Standards as required by law. The following data sets are kept and used as performance indicators:

Description	FY07 Actual	FY08 Projected	FY09 Projected
13 Stations with 109 Gas Meters	133	157	157
Taxi cabs inspected.	18	18	18
Pharmacies with scales inspected.	5	5	5
Other businesses (20) with scales (66).	70	70	70
Businesses with scanners inspected.	3	3	3
Schools with athletic scales inspected.	2	2	2



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Health Department

BUDGET DIRECTOR'S BUDGET SUMMARY

The Weights and Measures Division and the new Sealer became a part of the Health Department in July of 2003. The Belmont Department of Public Works has been kind enough to donate the use of an open-air truck when inspections are done on fuel dispensers. There is no change indicated for the Level-funded Sealer budget and only a small change in the Level-service budget.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>SEALER OF WEIGHTS & MEASURES</u>								
Personal Services	5,000	4,583	5,000	5,000	5,000	5,000	5,000	5,000
Other Expenses	396	388	580	580	580	580	580	580
TOTAL SEALER OF WEIGHTS	5,396	4,971	5,580	5,580	5,580	5,580	5,580	5,580

DEPARTMENT STAFFING SUMMARY

Position	Hrs/ Wk	Type	Pay Range FY07		FTE's Funded			Fiscal Year 2006		Fiscal Year 2007		FY08 Level Funded		FY08 Level Services	
			Min.	Max.	FY05	FY06	FY07	FTE Fill	Amount	FTE Fund	Amount	FTE Fund	Amount	FTE Fund	Amount
Sealer, Stipend									5,000		5,000		5,000		5,000



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Health Department

REVENUE ISSUES

Fees

Weights and Measures revenues are generated by fees for annual inspections of weighing and measuring devices, device adjustment fees, and the issuance of civil penalties. The most recent fee increases were in November of 2003. The decision to make this program pay for itself is really a political one. Having all of these devices accurate benefits everyone in the community, not just the businesses using the devices. For that reason, spreading the cost over the entire community does not seem unfair. The State could take over this program at a much higher cost. It is a very reasonable program to regionalize but cost benefit might not be as much as we might expect. It deserves some study.

Description	2006 Actual	FY07 Budget	FY08 Projected	FY09 Projected
Annual Inspections	2,160		2,712	3,000
Adjustments	0		0	0
Civil Penalties	0		0	0



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Health Department

DEPARTMENT: Health Department

PROGRAM: Youth Commission

PROGRAM DESCRIPTION

The Youth Services Program is administratively a part of the Health Department. The Health Director assists the Youth Commission in daily supervision of the Youth Services Coordinator, preparation of the budget, bill-paying and communication with other Town Departments. Program goals are created by the members of the Youth Commission whose members are appointed by the Board of Selectmen. The execution of the programs is the responsibility of the Youth Services Coordinator, assisted by members of the Commission and both adult and student volunteers.

The goal of the Youth Commission is to assess the needs of the community's youth and provide for those needs to the extent possible with funded resources and by working cooperatively with other agencies, Town departments and residents. Activities have some of the following goals:

- Fill voids that exist due to early release, evening, weekend or vacation times
- Provide an educational experience not easily provided by the Schools
- Provide a recreational experience not easily provided by the Recreation Dept.
- Target students at risk as identified by other "helping" entities in the Town such as the Outreach Worker, Youth Officer in the Police Dept. and School Guidance Counselors
- Create programs to promote family unity, health and wellness

FY08 MAJOR ACCOMPLISHMENTS

- 1) Youth Center at the Butler School for 6th through 8th grade students continues. Dances have been held monthly and other special activities planned. Attendance in fall, 2007, is averaging 115 on dance nights and 60 on nights without special events.
- 2) The "Golden Shoes" program was held in spring, 2007, and was designed to get families walking. Over 65 children of all ages, as well as adults, "found" the golden shoes and received gift certificates donated by local businesses. A similar activity, "Treasure Hunt," was started in the fall to continue to promote exercise and families working together.
- 3) Facilitating students opening the Food Pantry one night a month continues.
- 4) There was collaboration with the Belmont Media Center and Waverley Arts Group to hold a youth video festival during which students made their own videos. It was a highly successful project and hopefully will be repeated.

FY09 OBJECTIVES

- 1) Continue collaboration with the Outreach Worker on at least two projects.
- 2) Be an active member of the newly formed Community Coalition for Youth Safety.
- 3) Work with the newly formed volunteer high school student group to establish group goals and good communication with the Youth Commission.
- 4) Continue all established programs and work to bring several new ones to the Commission.
- 5) Open a Teen Center at the Old Electric Light Building using volunteer time, labor and contributions.

PERFORMANCE/WORKLOAD INDICATORS

Attendance at all activities will be documented.
Minutes from all Youth Commission meetings are available in the Town Clerk's office.
Daily activity logs will be kept by the Youth Services Coordinator.
A website and Listserv is maintained by the Coordinator.
A monthly report of activities is completed for the Youth Commission.



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Health Department

BUDGET DIRECTOR'S BUDGET SUMMARY

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>YOUTH COMMISSION</u>								
Personal Services	21,270	15,522	21,127	23,078	23,982	23,982	23,982	23,982
Other Expenses	15,801	13,733	21,643	21,643	21,643	21,643	21,643	21,643
TOTAL YOUTH COMMISSION	37,071	29,255	42,770	44,721	45,625	45,625	45,625	45,625

DEPARTMENT STAFFING SUMMARY

Position	Hrs/ Wk	Type	Pay Range FY08		FTE's Funded			Fiscal Year 2008		Fiscal Year 2009		FY09 10% Increase		FY09 10% Decrease	
			Min.	Max.	FY06	FY07	FY08	FTE Fill	Amount	FTE Fund	Amount	FTE Fund	Amount	FTE Fund	Amount
Youth Services Coordinator	19	Non-Union	120.50	28.70	0.54	0.54	0.54	0.54	22,091	0.54	22,976	0.54	22,976	0.54	22,976

REVENUE ISSUES

Fees

FY06 was the first year for the revolving account. Revenues from the snack bar are being put into this account. It was established primarily so that participants could share the costs of some programs but it has not been used in that way yet.

FY09 BUDGET SUMMARY

There are no changes being requested for this budget. There are increases requested in the main Health Department budget to cover some of the Outreach Worker programs that were funded in previous years by the Youth Commission. There is a desire to hire a part-time person to help the Youth Services Coordinator with the Friday night Youth Center. At this time, that position will be covered by current budget monies. There has been progress made on the Teen Center, hopefully to be housed in the old Electric Light Building. Plans have been completed and contributions are being solicited. Renovations will hopefully begin after the start of 2008. There is every expectation that everything regarding the Teen Center will be donated.



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Health Department

DEPARTMENT: Health Department

PROGRAM: Veterans Services

PROGRAM DESCRIPTION

The Veterans Services Officer exists to assist Belmont veterans with a variety of needs from financial assistance, housing, understanding benefits, securing benefits for surviving family members and any other issue that might arise. The Officer works with other veterans' organizations to promote events such as the Memorial Day parade and the Veterans' Day celebration. Funding is provided by the Town, although the Town is reimbursed 75% for funds used to help veteran residents and for the purchase of flags.

This was the fourth full year that this program was under the jurisdiction of the Health Department. The budget implications of this program have been clarified and we feel like we have a handle on the program now.

FY08 MAJOR ACCOMPLISHMENTS

1. The Veterans Services Officer continues to have office hours on Tuesday from 10 am to 12 Noon for residents. He makes appointments at any time that is convenient for residents including weekends since he is often on duty on weekends.
2. With donated money, additional flag holders were replaced at the cemetery this year. Distributing the flags is a huge job and is carefully coordinated.
3. The huge task of going through the many boxes of records to insure that documents are stored appropriately has begun.

- 4) The Veterans Services Officer has worked closely with the Veterans organizations to help with issues that have arisen regarding the VFW building in Town.

FY09 OBJECTIVES

1. Continue to work on the issues regarding the VFW.
2. Continue to work on archiving records and organizing veterans materials in the office.
3. Work on a procedure manual for this job position.
4. Continue to work with individual veterans who have unmet needs.

Performance/Workload Indicator

A monthly report has been created for the Board of Health to be able to quantify some of the tasks of this office. It has not been used for a complete cycle yet, but will eventually give us good statistics.



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Health Department

BUDGET DIRECTOR'S BUDGET SUMMARY

There are just small increases in the level-services budget and a movement of funds from an unused account in the level-funded budget.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 BUD VOTED	FY08 BUD EST EXPENSE	FY09 LEVEL SERVICES	FY09 10% Up or Down
VETERANS SERVICES						
Personal Services	12,000	12,000	12,000	12,000	12,000	12,000
Other Expenses	8,399	10,015	12,725	12,725	12,725	12,725
<u>TOTAL VETERANS SERVICES</u>	<u>20,399</u>	<u>22,015</u>	<u>24,725</u>	<u>24,725</u>	<u>24,725</u>	<u>24,725</u>

DEPARTMENT STAFFING SUMMARY

Position	Hrs/ Wk	Type	Pay Range FY08		FTE's Funded			Fiscal Year 2007		Fiscal Year 2008		FY09 Level Service		FY09 10% Up or Down	
			Min.	Max.	FY05	FY06	FY07	FTE Fill	Amount	FTE Fund	Amount	FTE Fund	Amount	FTE Fund	Amount
Veterans Services Officer									12,000		12,000		12,000		12,000



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Health Department

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FY09+ BUDGET SUMMARY

There are no changes requested for this budget. It is important to remember that we receive 75% reimbursement for money spent to help needy veterans and to purchase flags. This reimbursement is sent to the Town in the year following the disbursement of the funds, so the budget items have to cover costs. Money for needy veterans may need to be increased in the foreseeable future, but it is totally unpredictable.

Total Health Department Budget Summary

It is very clear from these budget numbers that the Health Department has not complied with the request for a 10% increase or decrease. Our total FY09 Level Services budget request is \$509,388. That already reflects an increase in hazardous waste collection costs, an increase in mosquito control and a full-time nurse. It can be argued that we have already asked for our 10% increase in the level service budget request, but those increases truly represent a level service budget.

One does not need to be a math wizard to see that a 10% decrease would mean cutting more than one staff person and that decreasing parts of programs would not accomplish anything. The Health Department has tried over the years to be sensitive to the budget needs of the Town by absorbing other programs, such as the Sealer of Weights and Measures, the Youth Services Program, and the Veterans Services Program. Animal Control and Hazardous Waste are two other programs that are not necessarily health department programs in every Town. Any cuts to our budget have to be political decisions. The Board of Health refuses to even offer a portion of our budget that can be cut. We have four full-time staff persons in the department, each one wearing multiple hats. We have one of the smallest budgets in the Town which we think is quite remarkable given the amount of responsibility we have and the expectations of the residents.



Town Administration's Fiscal Year 2009 Budget Recommendation
Council on Aging

DEPARTMENT:

Council on Aging

PROGRAM: Department-wide

PROGRAM DESCRIPTION

Health & Wellness Programs

- Weekly Blood Pressure clinic
- Strength & flexibility Classes
- Health Education/disease Prevention Seminars and courses
- Aerobics classes
- Tai Chi
- Swimming
- Walking groups
- Massage Therapy
- Dance classes

Senior Center/Enrichment Programs

- "Bel-Aires"-choral program
- Arts classes, including painting, quilting, knitting, flower arranging
- Pool, bridge and other scheduled weekly games
- Lending library and book discussion group
- Drop-In center
- Weekly Movie Showings
- Array of educational Seminars
- Computer/Internet classes & Tutorials
- Intergenerational Programming & Events
- English as Second Language
- Monthly newsletter
- Programs for senior organizations including:
 - Belmont Senior Organization-weekly Bingo
 - Retired Mens' Club-monthly morning programs
 - Friends of the Belmont COA-recreational and fund-raising social events

Transportation services

- "BelderBus" rides for food shopping, COA programs, meal site and more

- "Medi-car" offers pre-reserved rides to and from medical appointments and local destinations
- referrals for other transportation needs including assistance with MBTA Ride applications
- sponsor yearly event to obtain senior discount cards for MBTA

Travel Programs

- Day trips throughout New England
- Overnight excursions in and outside the U.S.

Nutrition

- Meals on Wheels
- Coordination of daily mid-day meal for elders-meal site host works with Belmont Manor to coordinate smooth management of meals for (average #) 13 clients per day and transportation to meals.

Social Services

- Social work Evaluations and Case Management
- Caregivers' Support Group
- S.H.I.N.E.- medical insurance counseling
- Friendly visitor Program
- Fuel Assistance
- Tax Preparation Assistance
- Yard Work and Snow Shoveling
- Job Bank
- Referrals and Special Subsidies for Lifeline (personal alert security system) to at risk clients-grant funded
- Intergenerational assistance

Free Professional Consultations

- Dental, Financial and Legal Consultations by appointment with professionals providing pro bono services

Homecare Match Up Services

- Referrals and matching of homemakers, home health aides, cleaning services and respite workers
- "Mr. Fix-It" for minor repairs
- arrange for placement of medical equipment such as wheelchairs, bed rails, ramps, in-door scooters, etc. lent or donated by individuals in the community

Volunteer Opportunities

- referrals and supervision of many positions ranging from friendly visitors to computer instructors to drivers and dispatchers
- coordination of placements for senior volunteer tax write off program



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Council on Aging

2008 MAJOR ACCOMPLISHMENTS

1. Senior Center Building Project out to bid
2. Successful grant awards for special programming, including painting classes and education for family caregivers of the elderly
3. Provided zero based budgeting
4. Contributed to the state Mass. Council on Aging with offer of an educational program at annual conference
5. Revolving account successful-increase in revenues and ability to support additional programming
6. established first annual legislative breakfast to inform seniors of political process and issue of concern to them
7. continued research into long-term programming for new senior center
8. extensive liaison work with the Friends organization, which supports COA activities
9. Worked closely with the Belmont Housing Authority and the Disabilities Access Commission on accessibility issues in senior housing
10. Increase media publicity for department via increased programming on Cable T.V., writing press releases for the newspaper in absence of direct reporting by the paper
11. assisted in the establishment of committee on emergency preparedness
12. Special public safety programming for minority community in town with high rates of pedestrian fatalities

FISCAL YEAR 2009 OBJECTIVES

Health and Wellness Programs

1. alternative health fair, course in chronic disease self-management course

Senior Center/Enrichment Programs

1. increase intergenerational programming

Transportation services

1. research all known options related to cost containment while maintaining high level of service and meet demand

Travel Programs

1. continue to seek the highest quality, most cost effective day and overnight excursions

Nutrition

1. begin planning for implementation of Meals on Wheels and meal-site program at the new center

Social Services

1. new edition of social service directory
2. plan should be in place to access to particularly vulnerable, frail seniors
3. coordination with Belmont Housing Authority on special programs for low-income seniors

Volunteer Opportunities

1. Continue to seek volunteers for a variety of services and tasks as needed and/or requested by seniors

Permanent Senior Center Project

Work on the construction phase of the project with contractor and building committee
 Assist the Friends organization in their renewed capital campaign to raise funds towards the project

Also, enhance media outlets for COA publicity activities

Performance/Workload Indicators

Description	FY07 Actual	FY08 Estimate	FY09 Projected
HEALTH & WELLNESS			
Health screenings-blood pressure clinics	52 sessions 166 different elders	same	same
Exercise classes	6 programs- 209 est. different elders	same	same
Dentist	37 sessions; 33 elders	same	same
Massage therapist	250 sessions; 24 different clients	same	same
SENIOR CENTER PROGRAMS			



Town of Belmont

**Town Administration's Fiscal Year 2009 Budget Recommendation
Council on Aging**

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Weekly recreation/socialization activities	1300 est. unduplicated count of elders	same	same
Computer classes	50 unduplicated participants	same	same
TRANSPORTATION			
Total estimated # of rides	10000	same	same
TRAVEL			
Number of trips (1) Number of elder participants (2)	(1) 3 overnight, 8 day, (2) 300 unduplicated	(1)4overnight, 10 day (2)300	Possible reduction due to rise in trip costs
NUTRITION			
Home delivered meals	9386	10000	10110
Congregate meals	2119	same	2500
SOCIAL SERVICES			
Social work cases (includes on-going and consultations)	300estimated	350	350
Health benefits counseling	90 elders served	100	110
Fuel assistance applications	37	50	50
HEMOCARE SERVICES			
Clients receiving homemaker, chore and home health services	220	250	250
VOLUNTEERS			

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Number of volunteers	182	same	same
Number of volunteer hours	13645	same	same

REVENUE ISSUES

Fees

Description	FY07 Actual	FY08 Projected	FY09 Projected
Income from program tuition/fees	15158	18000	21000

Grants

Description	FY08 Budget	FY08 Projected	FY09 Projected	Purpose
State-Service incentive grant	1000	1000	?	Educational program for caregivers on dementia and driving
EOEA Geriatric Aide	32832	same	same	Salaries&volunteer recognition

Other Revenues

Description	FY07 Actual	FY08 Projected	FY09 Projected
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Town Administration's Fiscal Year 2009 Budget Recommendation
Council on Aging

Description	FY07 Actual	FY08 Projected	FY09 Projected
Travel commissions	2173	2300	2500
General donations	3307	3600	3800
Transportation donations	6302	7247	Depends on budget increase or decrease

elimination of the meal site host 6) reduction in fuel because rides would be reduced 7) total absorption of work related travel paid by staff. The impact of these cuts would be: 1) requests for social services would need to be prioritized and some cases would need to be turned away 2) management of the meals on wheels site would be run precariously because volunteers would be sought with the reduction of the transportation coordinator hours 3) medical and other local rides would be reduced by 15-20 rides a week 4) rides to programs at the center and for a variety of programming around the town would be eliminated 5) the meal site program would be jeopardized because volunteers would need to be found to replace the meal site host/manager 6) staff morale and the integrity of the service delivery system of the department would be severely compromised and place a great hardship on the COA and the seniors in the Town.

FY09 BUDGET SUMMARY AND OTHER OPPORTUNITIES

The level service budget is the same FY'08 budget with only salary increase adjustments. Given actual fuel usage from the past year there is no increase there.

In the budget with the 10% increase the much needed revenues would be used to employ a part-time custodian. This has long been a need at the center. In addition, a 15 hour administrative assistant II would provide much needed relief to overstressed administrative staff to 1) manage the travel program, currently single-handedly managed by a volunteer who may not be able to continue 2) manage a new database system for vital statistics and 3) fill in for volunteer positions that are frequently vacated and put undue stress on staff. 4) meet the demand for increased publicity and media exposure of programs, services and events. In addition to the increase in personnel 2000 could be spent on a much needed color printer and \$2000 towards travel reimbursement for staff and meals on wheels volunteers.

A budget reduced by 10% from FY'08 funding would involve draconian cuts in services. The COA board unanimously voted that such a budget would be harmful to the lives of seniors of the Town. The approach to this exercise was with the premise that no service is low priority. Rather cuts were made across the board. Cuts in personnel are based on where the most money could be reduced with the least amount of disruption to programming, and not based on which core service could be spared. The result would mean that except for the director there would be no full-time staff. The overall morale of the department could be undermined under those conditions. The cuts would include 1) reducing the social work position from 35 hours to 15 hours 2) reducing the transportation coordinator's position from 35 to 30 hours 3) reduction of bus driver's hours from 40 to 30 hours per week 4) reduction in car driver from 19 to 6 5)



Town of Belmont
Town Administration's Fiscal Year 2009 Budget Recommendation
Council on Aging

BUDGET RECOMMENDATION

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>COUNCIL ON AGING</u>								
Personal Services	342,210	358,174	358,141	363,151	375,892	399,061	327,919	375,892
Other Expenses	109,449	112,993	98,300	117,850	119,950	121,760	110,486	119,950
TOTAL COUNCIL ON AGING	451,658	471,167	456,441	481,001	495,842	520,821	438,405	495,842



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Council on Aging

DEPARTMENTAL STAFFING SUMMARY

POSITION TITLE	HRS/ WK	Type	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
			FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-FY09 Level	FTE FUNDED	AMOUNT	FY08-FY09 Level
Administrative Assistant 2	15	non-union	0.38	0.38	N/A	N/A	0.38	0.38	14,591	0.38	15,574	6.74%	0.38	15,574	6.74%
Senior Center Coordinator	25	SEIU	0.44	0.44	12,298	14,758	0.44	0.44	19,000	0.63	29,804	56.86%	0.62	29,804	56.86%
Driver	40	AFSCME	1.00	1.00	23,508	32,911	1.00	1.00	34,712	1.00	36,106	4.02%	1.00	36,106	4.02%
Transportation Coordinator	35	SEIU	1.00	1.00	17,980	21,575	1.00	1.00	37,820	1.00	40,598	7.35%	1.00	40,598	7.35%
Director	40	Mgmt	1.00	1.00	13,548	16,257	1.00	1.00	77,586	1.00	79,914	3.00%	1.00	79,914	3.00%
Social Worker	35	SEIU	1.00	1.00	28,223	33,869	1.00	1.00	42,216	1.00	43,847	3.86%	1.00	43,847	3.86%
Homecare coordinator	20	non-union	0.50	0.50	6,491	7,790	0.50	0.50	17,326	0.50	17,845	3.00%	0.50	17,845	3.00%
Administrative Assistant 1	21	non-union	0.60	0.60	11,986	14,384	0.60	0.60	19,502	0.60	20,184	3.50%	0.60	20,184	3.50%
Driver	19	non-union	0.26	0.26	61,852	86,592	0.20	0.20	14,405	0.48	15,390	6.84%	0.48	15,390	6.84%
Driver	9	non-union			34,734	41,681	0.26	0.26	6,541	0.23	6,834	4.48%	0.23	6,834	4.48%
Administrative Assistant 1	12	non-union	0.40	0.40			0.40	0.40	12,404	0.40	12,776	3.00%	0.40	12,776	3.00%
Custodian	19	non-union											0.48	9,960	
Administrative Assistant 2	15	non-union											0.43	13,209	
Grants & revolving Account															
Exercise Instructor		non-union					0.15	0.15	8,000	to revolving		- 100.00%	to revolving		- 100.00%
Driver	12	non-union	0.30	0.30	8,467	10,161	0.30	0.30	8,525	0.30	8,525	0.00%	0.30	8,525	0.00%
Meal Site Host	13	non-union	0.19	0.19	N/A	not classified	0.19	0.19	4,732	0.19	4,732	0.00%	0.19	4,732	0.00%



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Volunteer Coordinator	20	non-union	0.50	0.50	16,262	45,432	0.50	0.50	17,911	0.50	17,911	0.00%	0.50	17,911	0.00%
Driver		non-union													
TOTALS			6.58	6.58			7.92	7.92	335,271	8.21	350,040	4.41%	9.11	373,209	11.32%

Please note driver listed as .2 FTEs in FY08 was incorrect, it should have been .48 FTE & does not reflect an increase in services
 Exercise Instructor is now covered by the revolving account, no decrease in services.



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DEPARTMENT: Library

PROGRAM: Department-wide

PROGRAM DESCRIPTION

The Belmont Public Library's Mission is to *provide free and equal access to information and ideas, and to serve the diverse interests of the community through a wide range of resources. Continue to be a central gathering place that welcomes all to share in its services and programs.*

The Library provides a full spectrum of high quality library services for education, cultural enrichment, and reading pleasure to all residents of Belmont. Due to budget reductions, Library service is provided at the Belmont Memorial Library seven days a week for 68 hours per week from only **January thru the end of May (normally October - May)**, and from the Benton Branch now open only **one day a week for 5 hours (normally 15 hours)**. The Library houses over 162,000 books, magazines, newspapers, videos, DVDs, talking books, CDs, and CD-ROMs. The Library also offers electronic access to a growing number of databases and to the Internet. The Library is a member of the Minuteman Library Network (MLN), a consortium of 35 public libraries and 6 academic libraries in the Metro-West Boston area. There are more than 5.8 million items held in the member collections, accessible to all library card holders. The Internet has extended this accessibility even further, as cardholders may log on from any location and avail themselves of a myriad of library services at any time (24/7).

The Belmont Public Library consists of the following six service programs:

The **Adult/Reference Department** selects books and other materials for the adult and reference collections; maintains general reference, fiction and non-fiction collections; manages audio visual collections including music compact discs, talking books, videos, DVDs and CD-ROMs; answers information and reference questions in person, over the phone and by email; instructs patrons in the use of the Internet, the online catalog and other online databases; maintains and updates the library website; and initiates and facilitates appropriate programs for library patrons.

The **Young Adult Department** provides library and information services to students in grades seven through high school. The young adult librarian selects materials for the young adult collection; maintains the collection; assists students in the selection of materials for school assignments and in choosing materials for their leisure; instructs students in the use of the online catalog and databases; initiates appropriate programs including reading programs,

poetry workshops, and baby sitting workshops; maintains teen pages of the web site for homework support, study guides, book review database and book lists; works closely with the middle school and the high school teachers and librarians; and offers one-on-one instructional support to students for the National History Day Project.

The **Children's Department** provides library and information services to young children from birth to grade six. The children's librarians select materials for the children's collection; maintain the collection of general reference, picture books, easy readers, fiction and non-fiction; manage the audio visual collection including videos, DVDs, talking books, and cassettes; initiate appropriate programs including story hours beginning from two months of age up to 5 years of age, reading programs throughout the year for both readers and non-readers, sing-along music programs, puppet shows and other enrichment programs; and instruct children in the use of the online catalog and databases.

The **Technical Services Department** is responsible for the acquisition, cataloging, data entry, processing and weeding of approximately 16,000 items annually. The department is also responsible for repairs of materials and the maintenance of holdings information.

The **Circulation Department** is responsible for the circulation of all materials owned by Belmont and materials from libraries in and outside the network; sends our materials to other libraries to fill requests; receives materials from other libraries to fill our patron requests; notifies patrons of reserves and overdue items; reconciles fines and lost items; issues library cards; and maintains a patron database. The annual circulation is over 528,000 items.

The **Benton Branch Library** provides a limited range of library services for adults and children. The Branch collection and programs are designed to reflect the information needs and interests of the neighborhood.

2007 MAJOR ACCOMPLISHMENTS

The following accomplishments are based upon the library's five year Long Range Plan. The Long Range Planning process involved Trustees, Town committee representatives, library staff and the community.

1. Planned the community-wide read program One Book One Belmont to be celebrated in January and February of 2008. **One Book One Belmont** seeks to build a spirit of community by bringing together individuals and groups through a community wide series of book-related events and discussions. The program is co-sponsored by town departments and civic organizations.



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2. Installed online self-serve museum pass booking system, which saves staff time and makes the process available to patrons around the clock.
3. Reclassified TV series and foreign-language DVDs to make them more accessible.
4. Purchased "Book News," a reader advisory software program that patrons subscribe to and receive a monthly newsletter and/or receive a couple of chapters of a new book weekly.
5. Continued to support students and their school assignments, including among others, National History Day, Critical Essay, and Senior Thesis and served approximately 800 students.
6. Conducted a professional staff development workshop for the seventh and eighth grade Social Studies teachers.
7. Improved the wireless access throughout the library building.
8. Conducted another successful Cyberteen Guide program over the summer. Seven students from Belmont High School tutored 45 adults in July and August for 123 hours of individual personalized computer training.
9. Increased utilizing the web site to advertise our programs and data bases.
10. Successfully reclassified the Branch Librarian position to a Generalist position and filled vacancy.
11. Managed to get through another year dealing with emergency repairs in an aging facility with no requests for emergency funding: elevator repairs kept to a minimum, installed window unit instead of replacing \$8,000 built-in HVAC unit.

FISCAL YEAR 2008 OBJECTIVES

Based upon the Long Range Plan, the FY08 objectives and action plan include the following:

1. Collection Development

GOAL 1: *Provide current titles in a variety of both traditional and innovative formats while at the same time maintaining a strong collection of print materials. (Current Topics and Titles)*

Objective 1: Ensure that materials in the new fiction and non-fiction collections are less than one year old.

Activity 1: Continue using Minuteman Library Network (MLN) reports. Staff will change circulation status quarterly. (ongoing)

Objective 2: Provide print and non-print material in languages other than English.

Activity 1: Continue to increase the collections in Greek, Russian, Chinese and Japanese. (languages spoken in the community)

Activity 2: The Children's department will continue to expand the bilingual collection to include those languages spoken in the community.

Activity 3: Continue to increase the print and non-print literacy collection focusing on speaking and pronouncing English, utilizing funding from the Verizon Foundation Literacy Grant program.

Objective 3: Arrange materials in the collection to be more accessible and easier to locate.

Activity 1: Continue to weed and update the fiction and audio collections.

Activity 2: Continue to shift materials from weeded sections to remove books from bottom shelves when possible. (ongoing)

Objective 4: Evaluate the nonfiction collection to make sure it is up-to-date.

Activity 1: Weed and update those ranges of the Dewey Decimal system specified for examination in the third year of the plan: 700s, 800s and 900s.

Objective 5: Review the print and online reference sources and integrate additional databases into the collection to enhance reference services.

Activity 1: Continue to evaluate the print reference collection based upon relevance and the in-library patron use statistic gathered in FY07.

Activity 2: Based upon the evaluation, purchase new or updated print sources as needed.

Activity 3: Track and analyze overall use of the databases the library subscribes to by reviewing and comparing annual statistics, along with student assignments and patron requests.

Activity 4: Continue to participate in the group trials offered by Minuteman to learn about different databases and how they might supplement our collection.

Activity 5: Continue to feature one database a month on our web site.



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Activity 6: Continue to examine standing order list, as well as individual renewals to make sure the materials still match the needs and interests of patrons. Determine the best format for these materials, such as print, microfilm, or online.

Objective 6: Introduce new products/formats to engage the interests and meet the needs of our patrons and community.

Activity 1: Continue to regularly introduce and evaluate new products/formats for the collection

Objective 7: Continue to expand and develop the DVD collection

Activity 1: Develop a small DVD collection for young adults

Objective 8: Increase the non-print materials at the Benton Branch.

Activity 1: Continue to increase the DVD collection as appropriate. (On Hold)

II. Services

GOAL 1: *Provide reference and instructional services and programs to encourage growth and learning. (General Information)*

Objective 1: Increase community awareness of library services.

Activity 1: Continue to publicize our services on community cable and in the newspaper on a regular basis. Produce the library's newsletter a minimum of four times a year.

Activity 2: Add a Library Programs link to the Virtual Town Hall email subscriber from our web page to make it easier for people to receive email notices of programs and events.

Activity 3: Continue to explore other new ways to publicize and market library services.

Activity 4: Celebrate National Library Card month in September with publicity and special events to support ongoing efforts to register Kindergarten and Middle School students for library cards.

Activity 5: Work with the cable access channel to have more library programs televised and develop PSAs about library services to be aired on cable

Objective 2: Increase online training classes to enhance information literacy.

Activity 1: Continue to offer additional introductory and advanced classes on current online resources for adults as needed.

Activity 2: Continue to use our mobile laptop training lab to provide hands-on training for the internet, databases, catalog and other workshops to meet patron requests.

Activity 3: Increase the number of introductory classes on the online catalog and on the internet for children and parents to four times a year.

Activity 4: Continue to offer basic computer training through the Cyberteen Guides program.

Activity 5: Expand the Cyberteen Guides program to include computer instruction for children as well as adults and seniors.

Objective 3: Increase reader advisory services.

Activity 1: Continue to explore ways to promote Book News and increase subscribers.

Activity 2: Investigate the possibility of providing a RSS feed for new books

Objective 4: Expand options for laptop users.

Activity 1: Designate plug-in zones for laptop users.

Activity 2: Explore options for wireless printing.

GOAL 2: *Provide library users with access to reliable information resources to assist them in work, in school, and in their personal lives. (Lifelong Learning/Formal Learning Support)*

Objective 1: Increase self-service options available through our web site.

Activity 1: Continue to promote the self serve features for museum pass booking and email notifications and continue to train patrons to fully utilize them.

Activity 2: Investigate the possibility of developing a Pod cast for children to learn how to use library.



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Objective 2: Provide foreign language capabilities on public PCs.

Activity 1: Install foreign language software on all public PCs.

Objective 3: Continue to develop and improve the library web site.

Activity 1: Investigate redesigning of the web site and advocate for funding in the FY09 budget

Activity 2: Continue to investigate and update web sites to add to the children's web pages with input from students and parents.

Activity 3: Offer summer reading participation via email when children are on vacation.

Activity 4: Continue to track and analyze overall use of the web site.

Objective 4: Expand information resources for grade 1 through 12 students to aid them in their studies.

Activity 1: Continue to explore ways to use teen pages of the web site to provide homework resources, study guides, book lists, resource guides for information literacy and other relevant materials to promote information literacy.

Activity 2: Investigate and implement ways to utilize visual interactive tutorials to increase the information literacy component via the teen web page.

Activity 3: Continue to maintain a homework page for students.

Objective 5: Increase the collaboration with the Public School system and other community organizations.

Activity 1: The young adult librarian and the children's librarians will continue to meet with school administration and school librarians/library aides during the school year to help meet the needs of the students.

Activity 2: The Coordinator of Children's Services will meet with the school's English Director to plan a program to bring teachers into the library to learn about our resources.

Activity 3: The Coordinator of Public Services and the Young Adult Librarian will meet with the school's Social Studies Director to plan a fall professional development workshop for grades 6-8 social studies teachers. Following the workshop, they will determine whether this

training should be offered to the high school social studies teachers as well.

Activity 4: The Young Adult Librarian will continue to work with the Youth Commission and the school social worker to develop programs to meet the needs of Belmont youth.

Activity 5: Continue to work with the sixth, eighth, tenth and twelfth grade teachers to provide support for the major research projects through class visits and workshops.

Activity 6: Continue to work with PTOs to introduce all the resources available for homework help via the library web site.

Objective 6: Increase to September through June from the present October to May, the number of Sundays the library is open.

Activity 1: Advocate for funding to restore Sunday hours and advocate for additional Sunday openings.

Objective 7: Explore opening the children's room one evening a week.

Activity 1: Continue to advocate for funding to expand hours.

Objective 8: Continue to deliver materials to patrons in a timely manner.

Activity 1: Investigate utilizing electronic invoicing to receive new materials sooner.

GOAL 3: *Enhance the Library's role in fostering a sense of community.*
(Commons/Community)

Objective 1: Continue to add local organizations to the MLN community information database as needed.

Activity 1: Maintain a current community information file.

Activity 2: Provide more publicity of the community information database to encourage more use.

Activity 3: Continue to collaborate with Belmont Neighbors Network to maintain awareness of new community groups and activities.

Activity 4: Continue to participate in the annual Meet Belmont evening.



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Activity 5: Continue to maintain a current listing of ESL classes and literacy agencies in the area.

Objective 2: Provide visible and attractive locations within the library to post community events and information.

Activity 1: Continue to encourage community involvement in planning displays and programs around community issues.

Objective 3: Explore ways that student community service volunteers and the adult volunteers can be as helpful and useful as possible.

Activity 1: Organize an annual planning meeting and meet quarterly with departments to identify new and continuing library-wide volunteer opportunities

Activity 2: All departments will work together to develop a training program for adult volunteers, to ensure that staff time is used most efficiently.

Activity 3: Continue to offer the orientation and training program for the community service volunteers.

Objective 4: Increase access to Belmont historical resources.

Activity 1: Meet with the Historical Society to discuss making their historical photos available via our web site in FY08.

Activity 2: Provide a link on our web site to the Belmont Historical Society web site.

Objective 5: Create a space to exhibit works of art from the community.

Activity 1: Explore opportunities with the high school art teacher regarding students drawing temporary murals on the walls of the downstairs hallway.

Activity 2: Continue featuring local artists in the Flett Room.

Objective 6: Expand programming for children and adults.

Activity 1: Develop two book discussion groups - one for third and fourth grade and one for fifth and sixth grade students.

Activity 2: Continue the Sunday Music program.

Activity 3: Evaluate the movie programs and the adult lecture series and decide whether to continue them in FY09.

Objective 7: Plan and implement the "One Town, One Book" program.

Activity 1: Evaluate One Book One Belmont program

III. Facilities

GOAL 1: *Provide inviting, comfortable, safe and accessible libraries that encourage learning and leisure reading, and provide access to up-to-date electronic resources. (Community/Commons, Services, Current Topics, General, Lifelong Learning)*

Objective 1: Meet the requirements of the Massachusetts Board of Library Commissioners Construction Grant Program for a new library building.

Activity 1: Continue to work with Town officials, appropriate committees and the community so they understand the need and urgency for a new main library building.

Activity 2: Complete the design and development process.

Activity 3: Secure both local and private funding for the building project.

Activity 4: Continue to plan for the new building construction process, including, if necessary, provisions for library services.

Objective 2: The Library staff, the Board of Trustees and the Boards of the Belmont Library Foundation (BLF) and the Friends will pursue private funding for a new library.

Activity 1: Identify grant opportunities and submit applications.

Activity 2: Respond to the recommendations in the BLF fundraising feasibility study conducted by Jacques and Company.

Activity 3: Continue to work with the foundation on executing a fundraising campaign, including activities in the library and in the community.

Activity 3: Revise the current Trustees brochure for gift giving and explore and implement methods for online donations. Explore and implement methods of planned giving.

Activity 4: Make available on the library's web site information regarding the Foundation's activities and giving opportunities.

Objective 3: Improve the utilization of space within the existing buildings in response to service and community needs.



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Activity 1: Investigate ways to provide additional group study space and tutorial space.

Objective 4: Improve the comfort and atmosphere of the Libraries.

Activity 1: Continue to seek funding for new furnishings--tables, chairs, etc.

Objective 5: Determine the future of the Benton Branch.

Activity 1: Continue to analyze usage at the Benton Branch.

Objective 6: Continue to remove physical barriers to service.

Activity 1: Continue to meet with the Disability Access Commission to further identify library service difficulties.
 Activity 2: Develop an action plan to address recommendations made or problems identified in FY07.

Objective 7: Provide library services to the Senior Center when constructed.

Activity 1: Recommend options for providing library services to the Senior Center.

IV. Staff Development

GOAL 1: *Continue to provide support for staff to foster a commitment to excellent public service.*

Objective 1: Continue to provide and encourage staff training and development to keep abreast of current information in the field and improve skills to better serve the community.

Activity 1: Continue to provide all permanent staff the opportunity to attend at least one workshop per year.
 Activity 2: Continue to provide at least one in-house training session per year utilizing Metrowest staff and/or database vendors.
 Activity 3: Continue to encourage staff participation in the ongoing cross-training program.

Objective 2: Increase staffing to meet the increased demands of the public.

Activity 1: Continue to request additional funding for increased hours for the young adult librarian.
 Activity 2: Continue to request additional funding to increase the part-time public service staff.

Objective 3: Continue to provide excellent customer service so that every patron has a positive library experience.

Activity 1: Continue to review and update the Customer Services Staff Manual.
 Activity 2: Continue to encourage permanent public service staff to attend at least one customer service workshop when offered.

V. Administration

GOAL 1: *The Director will direct the operations of the Library to meet the needs of the community and the requirements of the Town of Belmont and the Commonwealth of Massachusetts.*

Objective 1: Prepare an annual budget for presentation to the Town administrator and Selectmen.

Activity 1: Work with the Trustees and Library department heads to develop a budget within the Town Administrator's guidelines that meets State requirements and which serves the needs of the Library users.
 Activity 2: Update all statistical information to illustrate the growing demand on library service.
 Activity 3: Staff will review the activities for the Long-Range Plan and suggest revisions by October.

Objective 2: Continue to work with and support the Friends of the Library.

Activity 1: Continue to advertise programming sponsored by the Friends.
 Activity 2: Continue to work with the Friends to help supplement Library programs and services.
 Activity 3: Continue to work with the Friends to garner support for facility needs.
 Activity 4: The Director and representatives from the Trustees will continue to attend regularly scheduled Friends meetings.



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Activity 5: Continue to improve coordination between volunteers who fill out a volunteer application at the library and volunteers who join through the Friends. (above items are all ongoing)

Objective 3: The Director will work with the Trustees to set policy and maintain up-to-date policies and procedures to insure a positive library experience for the users of the library.

Activity 1: Review policies at least once within five years and revise as needed.

Activity 2: Complete review of policies, distribute to the appropriate groups and make them accessible on the library web site.

Performance/Workload Indicators

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Belmont Public Library total circulation	535,226	536,432	536,650
Total Main Library adult circulation	293,878	295,000	296,000
Total Main Library children's circulation	236,616	237,000	238,000
Total Benton Circulation	5,132	5,200	5,310
Branch Programs	21	15	15
Branch attendance at programs	259	200	200
Interlibrary loans	55,310	56,000	56,500
Internet use	31,898	32,000	32,200
Total number of Library and non-Library meetings/programs at the Library	709	719	721

Description	FY07 Actual	FY08 Estimate	FY09 Projected
Total attendance of Library and non-Library meetings/programs held at the Library	17,948	18,000	18,200
Number of children's programs	202	205	205
Total attendance at children's programs	7,843	7,905	7,925
Number of Young Adult programs	49	50	50
Total attendance at young adult programs	980	999	1000
Number of Adult Programs	48	50	50
Total attendance at adult programs	1,481	1520	1560
Young Adult/Reference History Day Workshops attendance	66	70	70
School visits by class	32	33	33
Story hour attendance	3,253	3,260	3,265
Children's Summer Reading Program Participants	807	780	790
Young Adult Summer Reading Program Participants	72	80	85
Materials added	7,286	7,550	7,600
Materials withdrawn	11,773	10,200	10,200



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BUDGET SUMMARY

There are three budget summary scenarios that comprise the Fiscal Year (FY) 2009 departmental budget submission exercise:

- 1) **“Level service” budget** – This scenario includes anticipated wage increases for FY09, contractual increases and increases due to utilities and general price increases and continues what we are doing now – sixteen Sunday openings, eight summer Saturdays and one five hour day per week at the Benton Branch.
- 2) **“Level service plus 10 %” budget** - This scenario adds needed services, including some that were lost in recent years: Sundays are restored to thirty openings, the Young Adult 25-hour librarian position increases to 35 hours, wireless connectivity is improved, and the materials budget increased to include funding for online databases.
- 3) **“Level service less 10%” budget** – The final scenario allocates 10% less money than the Level Service scenario, resulting in a budget that **will NOT meet the Municipal Appropriation Requirement (MAR) for state certification.** The library not only loses state certification, the library loses the construction grant and the ability to apply for other grants, and it can no longer participate as a member of the Minuteman Library Network (MLN). This means that our resident’s privileges of reciprocal borrowing will cease.

The trustees agreed unanimously to not submit any budget that does not meet the MAR. For the FY09 budget year, the minimum MAR appropriation is \$1,646,647.

1. FY09 LEVEL SERVICE BUDGET SUMMARY

The FY09 Level Service budget was reviewed and approved by the Board of Library Trustees at their November 13, 2007 meeting. Highlights include:

- An increase of \$152,227 over the FY08 level services budget.
- All increased costs for service contracts, 10% increase in sewer, 5% increase in water, 50% increase in electricity, and general price increases.
- Raises and step raises and longevity payments for members of AFSCME, SEIDU and the Belmont Librarians’ Association Union along with raises and steps raises for non-union personnel.
- Sixteen Sunday openings (instead of 30 as in years past), and eight summer Saturdays.

- Continued concern over maintenance of the library building due to unanticipated emergency repairs for the mechanical systems that have outlived their life expectancy. (The library continues to repair or replace at least one to two HVAC units per year and make repairs to the elevator annually.)
- One five-hour day per week at the Benton Branch library.

REQUESTS ABOVE THE LEVEL SERVICE BUDGET

The Board of Library Trustees requests that the following line items **not funded** in this budget be addressed, in order of priority, as **requests above the level service budget:**

1. Restore full 30 Sunday openings: \$14,944

The library has been scheduled for 30 Sunday openings for a number of years. Due to budget reductions in FY07 the library was only open 16 Sundays. The request for \$14,944 is to add back the missing 14 Sundays, meeting patron needs.

6801 - Public Services Part-time Salary	\$10,276
6754 - Administrative Part-time Salary	\$ 2,300

If Sundays are restored the utilities must also be restored:

6761 - Electricity	\$1,229
6762 - Gas	\$1,139

2. Restore wages for part-time Public Service staff and library pages: \$ 41,724

Insufficient staffing has been a concern for a number of years. Having the proper number of employees is crucial to providing excellent services. The staffing levels have been inadequate since Proposition 2 1/2. At that time the library had 31.7 full-time equivalents (FTEs), currently there are 23.82 FTEs. Although our staffing levels are low, our use continues to increase making it difficult to keep up with certain goals and objectives outlined in the Long Range Plan. Programming and public service are the top priorities. More services require more staff. The part-time non-union staff cover during peak times, vacations, illness and special projects and make possible off desk time for the regular staff to weed the collection, review reports for collection development, etc. The pages are high school students who help shelve materials and help keep the collection in order. Reinstating this funding allows us to maintain the level of services expected by the community.

6801 - Public Services Part-time Salary	
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Part-time staff - \$32,226
 Pages \$ 9,498

3. Adjust the Young Adult/Reference Librarian position to be a 35 hour position \$ 13,114

The Young Adult/Reference Librarian position has been in existence for nine years. The purpose of this position is to plan and implement services for young adults. Over the past five years, the YA librarian has implemented many programs and reading clubs, increased collaboration with the schools, co-sponsored many after-school programs with the Youth Commission and most recently, working with the Council on Aging, offered computer training classes for seniors entitled "Cyberteen Guides". The YA librarian also maintains a teen center site on our website which includes homework pages. The number of students in this age group has increased along with the demand for services. This position has clearly evolved into a 35 hour position and needs to be adjusted accordingly to meet educational, cultural and recreational needs of this age group.

4. Technology (three requests)

A. Redesign and upgrade the library website \$15,000 - \$20,000

The Library's website is in need of an upgrade and redesign. With all the resources now available it has become more difficult for patrons to navigate and find the information that they are looking for. Designing the new site is outside the capabilities of our staff; this funding will allow us to hire a consultant.

The redesigned website will create new ways to explore our resources in an intuitive and interactive manner. The redesigned website will offer enhanced patron services, general information about the Library, programs and events, reference assistance and links to additional Internet resources. We envision www.Belmont.lib.ma.us functioning as a "virtual branch library" for accessing the many and varied resources available online through the Belmont Public Library. This will allow some patrons to serve themselves more easily, easing the demand on the staff.

B. Improve Wireless Connectivity for the Mobile Training Lab \$5,565

Hands-on training continues to be in very high demand. Hands-on instruction for students is particularly helpful, allowing students to actually do what they are learning. Currently we have eight laptops that we have begun using as a training lab. The library building contains large amounts of steel which tends to interfere with the wireless connectivity, often causing down-time during training sessions. We experienced this problem over the summer during the Cyberteen Guides program (teens training senior citizens) and during the History Day research

training this fall. Installing new data cabling and adding new wireless access points in the Flett Room and in the Assembly Room will correct the situation.

	<u>Cost</u>		<u>Total</u>
Installation-wiring, cabling, drops etc.	\$2,000	up to	\$4,000
8 MLN ports	\$ 75		\$ 600
3 Outlets	\$ 322		<u>\$ 965</u>
Total			\$5,565

C. Four Laptops with Wireless Connectivity for the Mobile Training Lab \$8,615

Four additional laptops with wireless access will allow us to extend library services by making the training lab available to more users. Currently we have eight laptops that we have begun using as a training lab. Increasing the number of laptops to twelve would improve our ability to meet the current demand. We provide training for large groups using a projector which takes the computer screen and projects it onto a large movie screen, but this cannot compete with hands-on instruction.

During periods of peak use, laptops with wireless connectivity are a creative way to supplement public workstations. Patrons would no longer have to wait as long for a computer. They could check out a laptop for in-library use and go to a table or carrel where they can do their research more comfortably.

<u>Quantity</u>	<u>Cost</u>	<u>Total</u>
4 Laptops	\$1,200	\$4,800
1 Storage Cart		\$ 900
4 Software License	\$ 413	\$1,650
4 MLN ports	\$ 19	\$ 300
3 Outlets	\$ 322	<u>\$ 965</u>
Total		\$8,615

5. 6810 – Materials \$28,700

The materials budget does meet the requirement for state certification but it does not meet the expectations of the community. Belmont attracts academics, professionals and their families and is generally a more highly educated population across all age spectra. It also should be noted that traditionally, in times of economic woes, the use of the public library increases. This year, according to the Bowker Annual (a trade publication that provides nationwide library standard statistics on book and other library materials costs) a 3.48% increase maintains the status quo purchasing level. An addition of \$8,700 will keep the status quo.



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Maintain status quo purchasing level \$8,700.

We need to increase the materials budget for online databases to meet the demands of the public. The online databases supplement out-of-print reference collections, are very up-to-date and allow for remote access, which allows for at-home use. The majority of our databases are provided through Metrowest (the regional library headquarters that provides access to resources and services that augment the capacity of individual member libraries) and the Minuteman Library Network.

Metrowest is projecting elimination of some databases for FY08. The library wants to make up for that and add to our selection of online databases. This includes *Tutor.com, X-Refer, Nineteenth Century U.S. Newspapers* but the current materials budget is insufficient.

Belmont currently subscribes to twenty. Neighboring libraries subscriptions range from fifteen to a high of forty.

Online Databases \$20,000

6. Maintenance of Buildings (two requests) \$9,316

A. Replace window shades \$6,316

The window shades in Technical Services and the Assembly Room need to be replaced. All of them are original to the 1965 building. Many of the shades are simply broken. In other areas of the building, the window shades have been removed causing glare on computer screens. Installation of Louver Drape Flame Retardant Cellular Shades will control the ultraviolet rays and increase the R value for insulation during the summer and winter and eliminate the glare. The lack of working window shades degrades the work environment and increases heating and cooling costs.

Technical Services	\$2,493
Assembly Room	\$1,025
Children's Backroom	\$ 769
Main Office	\$ 769
Reference	<u>\$1,260</u>
Total	\$6,316

B. Restore funding for annual cleaning of windows, carpets and tile flooring **\$3,000**

Due to the contractual increases and repairs and replacement costs for the HVAC, the library was unable to do the annual cleaning of windows, tile and carpets.



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BUDGET DIRECTOR'S BUDGET SUMMARY

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>LIBRARY-ADMINISTRATION</u>								
Personal Services	216,035	208,333	214,446	219,439	229,824	234,123	222,029	229,824
Other Expenses	135,604	131,531	164,351	163,178	192,722	206,967	175,618	192,722
TOTAL LIBRARY ADMIN.	351,639	339,864	378,797	382,617	422,546	441,090	397,647	422,546
<u>LIBRARY - PUBLIC SERVICES</u>								
Personal Services	755,532	751,339	787,667	818,211	867,606	932,720	802,342	867,606
Other Expenses	247,927	250,947	259,655	259,255	284,505	339,894	255,197	284,970
TOTAL LIBRARY - PUBLIC SERVICES	1,003,459	1,002,287	1,047,322	1,077,466	1,152,111	1,272,614	1,057,539	1,152,576
<u>LIBRARY - TECHNICAL SERVICES</u>								
Personal Services	159,416	167,204	163,530	170,218	179,516	183,329	134,836	179,516
Other Expenses	67,178	64,551	66,340	66,340	68,463	88,404	62,639	68,463
Capital Outlay	-	-	12,000	12,000	12,000	26,180	-	12,000
TOTAL LIBRARY - TECHNICAL SERVICES	226,594	231,754	241,870	248,558	259,979	297,913	197,475	259,979
<u>TOTAL LIBRARY</u>	1,581,692	1,573,905	1,667,989	1,708,641	1,834,636	2,011,617	1,652,661	1,835,101



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DEPARTMENT STAFFING SUMMARY

Position	Hrs / Wk	Type	Pay Range FY07		FTE's Funded			Fiscal Year 2007		Fiscal Year 2008		FY09 Level Services		FY09 Level Services plus 10%	
			Min.	Max.	FY06	FY07	FY08	FTE Fund	Amount	FTE Fund	Amount	FTE Fund	Amount	FTE Fund	Amount
Library Administration															
Library Director	40+	Mgt	64,147	89,805	1.00	1.00	1.00	1.00	84,043	1.00	85,512	1.00	87,741	1.00	87,741
Administrative Assistant III	40	SEIU	18.18	21.81	1.00	1.00	1.00	1.00	39,938	1.00	41,933	1.00	47,314	1.00	47,314
Lead Custodian	40	AFSCME	16.93	20.32	1.00	1.00	1.00	1.00	42,269	1.00	42,431	1.00	45,185	1.00	45,185
Custodian	15	NU	11.92	14.30	0.38	0.25	0.30	0.25	6,668	.30	8,539	0.3	9199	0.37	11,499
<i>Subtotal</i>					3.38	3.25	3.30	3.25	172,918	3.30	178,415	3.3	189,439	3.37	191,739
Library—Public Services															
Coordinator Public Services	35	Library	25.69	30.82	1.00	1.00	1.00	1.00	50,679	1.00	52,769	1.00	57,573	1.00	57,573
Coordinator Children's Services	35	Library	24.43	29.32	1.00	1.00	1.00	1.00	49,368	1.00	51,257	1.00	57,995	1.00	57,995
Technical Librarian	35	Library	24.43	29.32	1.00	1.00	1.00	1.00	53,213	1.00	53,565	1.00	60,432	1.00	60,432
Branch Librarian	35	Library	21.93	26.31	1.00	1.00	1.00	1.00	49,582	1.00	40,604	1.00	45,688	1.00	45,688
Reference Librarian	35	Library	20.67	24.81	3.00	3.00	3.00	3.00	139,874	3.00	140,413	3.00	158,525	3.00	158,525
Children's Librarian	35	Library	20.67	24.81	1.00	1.00	1.00	1.00	41,046	1.00	38,820	1.00	43,923	1.00	43,923
Young Adult Librarian	25	Library	20.67	24.81	0.71	0.70	0.70	.70	30,964	.70	27,940	.70	32,786	1.00	45,900
Circulation Supervisor	35	Library	18.18	21.81	1.00	1.00	1.00	1.00	39,697	1.00	39,850	1.00	38,968	1.00	38,968
Library Assistant II	35	Library	14.43	17.31	1.71	1.70	1.70	1.70	54,016	1.70	54,224	1.00	34,506	1.00	34,506
Library Assistant I	35	Library	13.17	15.81	2.42	2.40	2.40	2.40	67,955	2.40	67,865	1.00	31,508	1.00	31,508
Various Part-Time Librarians and Assistants	Var	NU			2.31	2.31	2.05	2.31	71,093	2.05	73,723	2.05	79,229	2.63	106,739
Pages	Var	NU			1.43	1.43	.71	1.43	18,850	.71	9,177	.71	9,498	1.42	18,996
Sundays	Var	NU			1.10	.11	.11			.11	7,250	.11	11,744	.12	22,020
Summer Saturdays											3,625		5,872		5,872
Emergency/Various					0.40	0.170	0.17	0.17	6,815	.17	6,134	.17	7,074	.28	11,790



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Position	Hrs / Wk	Type	Pay Range FY07		FTE's Funded			Fiscal Year 2007		Fiscal Year 2008		FY09 Level Services		FY09 Level Services plus 10%	
			Min.	Max.	FY06	FY07	FY08	FTE Fund	Amount	FTE Fund	Amount	FTE Fund	Amount	FTE Fund	Amount
Children's Night					0.00	0.00	0.00	0.11	4,334						
<i>Subtotal</i>					19.08	17.82	16.87	17.85	677,486	16.87	667,216	16.84	740,312	18.55	805,426
Library—Technical Services															
Coordinator Technical Services	35	Library	25.69	30.82	1.00	1.00	1.00	1.00	59,052	1.00	59,279	1.00	64,668	1.00	64,668
Library Assistant II	35	Library	14.43	17.31	2.00	2.00	2.00	2.00	58,630	2.00	55,870	2.00	62,944	2.00	62,944
Library Assistant I	Var	Library	13.17	15.81	0.80	0.80	0.80	0.68	20,891	.680	23,690	.68	24,696	.8	29,656
<i>Subtotal</i>					3.8	3.8	3.8	3.68	138,573	3.68	138,839	3.68	152,308	3.8	157,268
TOTAL					26.26	24.87	23.97	24.78	988,977	23.82	984,470	23.82	1,082,059	25.72	1,154,434



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Fees

Description	FY07 Actual	FY08 Budget	FY09 Projected	FY10 Projected
Fines, lost book and damaged materials, room fees	75,310	Lost book is now in a revolving account	Lost book is now in a revolving account	Lost book is now in a revolving account
Fines & fees	75,310	70,000	71,000	72,000

Grants

Description	FY07 Actual	FY08 Projected	FY09 Projected	Purpose
Library Incentive Grant (LIG)	16,456	\$16,600	\$16,600	State Aid to Public Libraries awards are given by the Massachusetts Board of Library Commissions to libraries that meet the minimum requirements for state certification.
Municipal Equalization Grant (MEG)	6,150	\$6,390	\$6,390	Same as above
Nonresident Circulation Offset (NRC)	15,880	\$16,000	\$16,000	Same as above

CAPITAL REQUEST

Priority	Item	Amount Requested	Purpose
1.	New Library		Belmont needs a new library building in order to provide the library services required by the citizens of the Town. The current building no longer functions well as a library. The library feasibility study, conducted by J Stewart Roberts, was completed in January 2005. The results, based on the library building program, call for a new building of approximately 45,000 square feet (an increase of 15,350 square feet). The Library was placed on the Massachusetts Board of Library Commissioners (MBLC) state waiting list for library construction grants and is eligible to receive \$5.3 million in construction funds. <i>*Refer to Capital Budget</i>
Request from last year	Walkway and Sidewalk Repairs <i>Capital budget committee indicated this would be addressed in FY08 - status please</i>	\$18,437	The sidewalks on the east and west sides of the building and twelve square sections of the walkway on the berm have become tripping hazards and need to be replaced. The walkway and sidewalks are sinking and many have cracked, creating a tripping hazard.
Request from last year	Curbing around parking lot <i>Capital budget committee indicated this would be addressed in FY08- status please</i>	Granite estimate \$16,327 Asphalt estimate \$7,980	The curbing that surrounds the perimeter of the parking lot was badly damaged in 2005/06 winter. Numerous sections were dislodged during plowing. The curbing helps to keep the rain water from overflowing into the brook and onto the grass.



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Library

2. FY09 LEVEL SERVICES PLUS 10% BUDGET SUMMARY

This FY09 level service plus 10% budget was reviewed and approved by the Board of Library Trustees at their meeting on November 13, 2007. Highlights include

This budget features everything in the level services budget

- All increased costs for service contracts, 10% increase in sewer, a 50% increase in electricity, 5% increase in water and general price increases.
- The personnel sections of the budget reflect raises and step raises and longevity payments for members of AFSCME, SEIDU and the Belmont Librarians' Association Union and raises and step raises for all non union personnel.
- Maintenance of the library building will continue to be a concern due to unanticipated emergency repairs for the mechanical systems that have out lived their life expectancy.
- Sixteen Sunday openings
- Eight summer Saturdays
- The Benton Branch library will remain open one five-hour day per week.

It also includes important elements of the library's program made possible by the additional 10%

- Restore Sunday openings to thirty (Oct – May).
- Restore hours in the part-time salary account of the public services cost center which were reduced in FY07 and level funded in FY08
- Add ten additional hours to the Young Adult librarian's position
- Redesign and upgrade the library web site (\$20,000)
- Improve wireless connectivity and increase number of laptops by 4 for the mobile training lab (\$14,180)
- Increase the materials budget by \$8,700 to maintain a status quo purchasing level
- Increase the materials budget by \$20,000 for online databases
- Replace window shades original to the 1965 building

3. FY09 LEVEL SERVICES MINUS 10% BUDGET SUMMARY

The trustees agreed unanimously to not submit any budget that does not meet the MAR. For the FY09 budget year, the MAR appropriation is \$1,646,647.

The FY09 level service less 10% budget has been reviewed by the Board of Trustees but not approved. If this budget is implemented, **the library will NOT meet the Municipal Appropriation Requirement (MAR) for state certification.** According to state regulations, the library must receive a current year municipal appropriation for public library service that is equal to the average of the municipal appropriations for the three previous fiscal years increased by 2½ %. The MAR also requires the materials budget to be a minimum of 15% of the total budget appropriation. This means that the library's total budget appropriation for

FY09 level services minus 10% budget is insufficient and needs an additional \$8,453 to remain certified by the state.

If the \$8,453 adjustment is not appropriated the library not only loses state certification, the library loses the construction grant and the ability to apply for other grants, and it can no longer participate as a member of the Minuteman Library Network (MLN). This means that our resident's privileges of reciprocal borrowing will cease. This has happened to other towns and it has a negative effect on education and recreation, as well as the desirability of living in a community.

The **reductions** for the **Minus 10% Budget with the additional \$8,453 included** are as follows:

- Staff reduced by 2.54 FTEs (88.9 hours per week)
- No Sunday hours and no summer Saturday hours
- The Benton Branch library will close
- Maintenance of the library building will be a concern due to unanticipated emergency repairs for the mechanical systems that have out lived their life expectancy.
- No replacement of computers
- All line items have been reduced
- Close main library two mornings

The following were included:

- FY09 level services plus 10% budget includes all increased costs for service contracts, 10% increase in sewer, a 50% increase in electricity, 5% increase in water and general price increases.
- The personnel sections of the budget reflect raises and step raises and longevity payments for members of AFSCME, SEIDU and the Belmont Librarians' Association Union and raises and step raises for all non union personnel.



Town Administration's Fiscal Year 2009 Budget Recommendation
Recreation

DEPARTMENT: Recreation

PROGRAM: Department Wide

PROGRAM DESCRIPTIONS

School Year Programs

- Membership Opportunities for use of Dept. facilities & programs offering healthy choices for residents
- Swimming & Skating teams and lessons for children and adults.
- Basketball, Volleyball and fitness programs and facilities for adults and teens
- Skiing program offers healthy social activities for teens
- Tee-ball, softball and baseball programs for all interest and skill levels for children and adults
- The Department works closely with and assists youth and adult groups throughout Belmont for the enrichment and enjoyment of all Town residents

Summer Programs

- Membership opportunities for use of Town pools and program participation
- Swimming lessons for children
- Summer sports and activity programs for children ages 4-14
- Tennis instruction for children, adults and teens

Additional Revenue

1. Advertising Revenue
2. Independent Programs Sponsorship
3. Revenue from rental of snack bar at ice rink
4. Private Ice Rentals

Revenue from Program/Membership Fees Performance/Workload Indicators

Description	FY07 Actual Attendance	FY07 Actual Revenue	FY08 **Actual or *Projected Attendance	FY08 Estimate	FY09 Projected Attendance	FY09 Projected
Membership Fees (incl day pass)	1246 fam 43 adult 112 child	203257.	1250 fam* 43 adult* 112 child*	203500.	Same, no fee increase planned	203500.
Summer Programs	1805	128577.	1810*	129000.	1825	131500.
Swim Lessons	800	52007.	700	45800.	740	48000.
SPORT (Special Needs Programs)	300	28879.	320	30000.	350, rate increase	32500.
Advertising Fees	12 signs at skating rink	9250.	11 signs*	8250.	12 signs	9000.
Field Program Fees	636 players	35490.	650 players*	36000.	650 players, rate increase	40000.
Rink Program Fees	766	47101.	780*	48000.	780*	48000.
Rink Rental Fees	361 hours rented	59145.	365 hours*	60150.	365 hours, rate increase	65000.
Snack Bar	Under contract	2353.	New bid effective 11/08	2700.	2 nd year of new contract	2900.
School Year Programs	132	55069.	138*	56500.	140* incr. rate	60500.
Transaction fees	45% online reg	5923.	*60 % online reg	8000.	*60% online reg	8000.
Total		627051.		627900.		648900.

Explanation of Performance/Workload Indicators



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Recreation

Membership Fees

Should remain steady except in the case of a reduced budget. We anticipate that a reduced budget would reduce membership revenue by about one third due to reductions in schedules at all facilities. Summer Programs:

Summer Programs

These programs have been one of the Department's most steady sources of revenue over the years. We plan to continue with growth there by eliminating programs that are not well attended and offering a swimming lessons program as part of our existing pre-school and toddler program.

Swim Lessons

The attendance has decreased during the early winter months and we plan to re-vamp the schedule somewhat and offer an expanded schedule in the summer months when we fill to capacity most every session

S.P.O.R.T. Program

These programs continue to grow in popularity as the special needs population ages. A reduced budget would significantly impact this population who rely heavily on the Department for fitness and social activities.

Advertising Fees

We are continuing to reach out to potential advertisers by contacting local businesses throughout the season. We have lost 2 advertisers this year but gained at least one at this point.

Field Programs

A very popular spring program offering baseball, tee ball and softball for children 4 and over. We anticipate strong numbers to continue with a level service budget. Long running Adult softball league is well attended each season.

Rink Program Fees

Skating lessons continue to be well attended, though hockey numbers have declined in recent seasons. The schedule has been reduced but we still accommodate a core group who are eager to play this sport.

Rink Rental Fees

Belmont Youth Hockey remains our biggest renter at the rink and we are offering more private time to accommodate residents and community groups who are eager to hold an event at the rink

Snack Bar

This is the third and final year for the contract at the snack bar. It has been a welcome addition for everyone and a good source of revenue for the Department. A new bid is planned for the next three seasons and we anticipate even more success.

School Year Programs

The Dolphins swim team grows in numbers each season as the team competes throughout the Middlesex League.

Saturday night ski trips are a healthy and fun alternative for teens for six weeks in January/February.

Snow tubing was added and has become a much anticipated event.

We are fortunate to have a certified instructor available for lifeguard and water safety instructor courses.

Exercise classes offered throughout the school year offer adults the opportunity to exercise in a comfortable group environment

Independent Programs

We continue to work with independent contractors to offer a variety of activities throughout the year for children. School vacation clinics, weekend basketball and musical theatre are some of our most successful independent programs.

FY 2008 ACCOMPLISHMENTS

- Improved online registration by working with software providers on new ideas
- Continued to run independent programs, especially during school vacations, which offered more variety to residents without impacting the Dept.'s budget

FISCAL YEAR 2009 OBJECTIVES

- To continue to increase revenue from a variety of sources which continue to keep membership and program fees at an affordable rate for residents
- Sponsor special events at Town facilities to attract members
- Continue to add new programs to respond to requests and needs of residents
- Assist the DPW in completing improvements at Town facilities



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Recreation

LEVEL-SERVICE BUDGET SUMMARY

Allows the Department to:

- Expand popular programs and offer new opportunities within existing schedules
- Maintain current staffing levels
- Upgrade existing equipment and purchase new as needed, especially at the Underwood Pool

INCREASED BUDGET SUMMARY

Would allow the Department to:

- Increase programming by renting additional space as needed
- Increase wages for key personnel in order to remain competitive
- Expand schedules at all facilities
- Purchase much needed equipment for many programs
- Allow the Program Supervisor time to be present onsite to determine the needs, weaknesses and strengths of programs and personnel
- Allow the Director and Program Supervisor to research and develop new programs that fit the needs and desires of residents
- State regulations require more attention to CORI collection and review, requiring more time and attention than in previous years, especially given the number of seasonal staff and volunteers utilized by the Department

REDUCED BUDGET SUMMARY

A budget reduced by 10% would significantly hurt the Department and Belmont residents by:

- Forcing the reduction of the BHS pool and field house and skating rink by at least 4 weeks each effecting every program at these facilities
- Significantly reduce or discontinue swimming lessons during the school year
Decrease staff at the Field House, eliminating the fitness room as part of the membership
- Cutting our summer programs by one week, eliminating field trips and entertainment
- No new equipment or supplies purchased
- Eliminate coordinators for spring programs
- Eliminate transportation for ski program and for Special Olympics



Town of Belmont
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 Recreation

BUDGET DIRECTOR'S BUDGET SUMMARY

The FY09 level services budget will allow the Department to maintain programs for younger children, hire and maintain quality staff, upgrade existing equipment and purchase new equipment as needed. The department has requested five additional hours for the Program Supervisor in the increased services category.

Account Title	FY06 EXPENDED	FY07 EXPENDED	FY08 FINAL VOTED BUDGET	FY08 EST EXPENSES	FY09 LEVEL SERVICES	FY09 10% INCR SERV	FY09 10% DECR SERV	FY09 TOWN ADMIN RECOMM
<u>RECREATION ADMINISTRATION</u>								
Personal Services	133,851	131,779	130,778	136,879	139,925	146,564	139,925	139,925
Other Expenses	9,737	11,257	12,800	12,575	13,000	14,000	11,275	13,000
TOTAL RECREATION ADMIN	143,588	143,036	143,578	149,454	152,925	160,564	151,200	152,925
<u>RECREATION PROGRAMS</u>								
Personal Services	400,308	363,729	401,986	402,676	412,638	438,980	369,383	412,638
Other Expenses	69,550	73,341	73,870	70,022	74,778	83,820	31,770	74,778
TOTAL RECREATION PROGRAM	469,859	437,070	475,856	472,698	487,416	522,800	401,153	487,416
TOTAL RECREATION	613,447	580,106	619,434	622,152	640,341	683,364	552,353	640,341



Town of Belmont
 Town Administration's Fiscal Year 2009 Budget Recommendation
 Recreation

DEPARTMENT STAFFING SUMMARY

POSITION TITLE	HRS/WK	TYPE	FTE's FUNDED		FY08 PAY RANGE		Fiscal Year 2008			FY09 Level Budget		% Change	FY09 10% Increase		% Change
			FY06	FY07	MIN	MAX	FTE FUNDED	FTE FILLED	AMOUNT	FTE FUNDED	AMOUNT	FY08-09 Level	FTE FUNDED	AMOUNT	FY08-09 Level
Director	40	non-union	1.00	1.00			1.00	1.00	71,796	1.00	73,950	3.00%	1.00	73,950	3.00%
Program Supervisor	35	SEIU	1.00	1.00	37,273	44,727	1.00	1.00	44,727	1.00	46,470	3.90%	1.00	46,470	3.90%
Program Supervisor	5	SEIU	0.00	0.00	0.0000	0.0000	0.00	0.00	0				1.00	6,414	
Program Coordinator	35	SEIU	1.00	1.00	32,486	38,983	1.00	1.00	38,983	1.00	40,502	3.90%	1.00	40,502	3.90%
Special Needs Programs Coord	20	non-union	0.50	0.50	22,446	22,446	0.50	0.50	22,446	0.50	22,446	0.00%	0.50	23,580	5.05%
Field House Supervisor	16	non-union	0.17	0.17	10,460	10,460	0.17	0.17	10,460	0.17	10,460	0.00%	0.17	13,130	25.53%
Summer Program Coord	35	non-union	0.50	0.23	9,570	9,570	0.23	0.23	9,570	0.23	9,570	0.00%	0.23	9,900	3.45%
TOTALS			4.17	3.90			3.90	3.90	197,982	4.90	209,812	5.98%	4.90	213,946	8.06%