BOARD OF ASSESSORS

OVERVIEW:

Budget Overview:

FY14 Budget	FY15 Budget	$ Change	% Change	FY15 FTE
$385,571	$374,988	($10,583)	-2.74%	3.40

Program Responsibilities:

The Board of Assessors is required by Massachusetts Law to list and value all real and personal property. The valuations are subject to ad valorem taxation. Assessed values in Massachusetts are based on "full and fair cash value" or 100% of fair market value.

Assessors are required to submit these values to the State Department of Revenue for certification every three years. In the years between certification, Assessors must also maintain the values. The assessors review sales and the market every year and thereby reassess every year.

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

Programs:

The Assessors' Office has four primary responsibilities:

- **List and Value**. The board of Assessors is required by Massachusetts General Law to list and value all real and personal property.

- **New Growth**. The Board is charged with the gathering of information regarding additions to homes and is also charged with performing cyclical inspections.

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

- **Excise Taxation**. The Board is charged with the administration of motor vehicle and boat excise.

FY14 Accomplishments:

In FY14 values were certified by the as part of the interim year adjustment as supervised by the Department of Revenue. New growth estimates for Fiscal Year 2014 were realized. Cyclical inspections were completed as scheduled.

Taxable Property	Count	Assessment	Pct of Tax Base
Single Family	4,508	$3,528,255,000	64%
Condominium	1,595	$543,362,000	10%
Two & Three Family	1,756	$1,017,853,000	19%
Apartments	35	$31,981,000	1%
Commercial	196	$225,626,300	4%
Industrial	10	$13,254,000	0%
Personal Property	505	$45,410,760	1%
Misc. Property	151	$75,273,101	1%
Total	8,756	$5,481,015,161	100%

Department Budget:

The Fiscal Year 2015 budget is $374,988 with listing and valuing appropriating approximately 21%, new growth approximately 19%, administrating abatements and exemptions approximately 20%, and excise taxation approximately 12% of duties performed. The Fiscal Year 2015 budget includes a slight decrease in salary due to employee turnover. The assessors have maintained level funding of personal services for Fiscal Year 2015. Non personnel expenses represent 28% of the department budget with the revaluation expense as the major expense item.

FY15 Program:	Salaries	Benefits	Total
List & Value	$72,507	$7,740	$80,246
New Growth	$62,839	$6,708	$69,547
Abatements & Exemptions	$70,090	$7,482	$77,572
Excise Taxation	$36,253	$3,870	$40,123
Totals:	$241,689	$25,799	$267,488

Staffing and Structure:

The Assessors' Office currently has three full time employees and one part time employee. In May of 2013 the Assessing Administrator (full-time) position, after a being vacant since 2012, was filled by Daniel A. Dargon, Jr. There is also a three member Board of Assessors. It is important to note that the work and functions performed by the Board is approximately equivalent to an additional full-time employee.

Assessor's Staffing Breakdown by Program – FY15				
FY15 Programs:	Management	Other	Clerical	Total
List & Value	0.50	0.50	0.10	1.10
New Growth	0.30	0.60	0.10	1.00
Abatements & Exemptions	0.15	0.60	0.10	0.85
Excise Taxation	0.05	0.30	0.10	0.45
Total FTEs:	1.00	2.00	0.40	3.40

GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

A. **List and Value**

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

2. Program Outcome
   a. Transfers of title recorded: 100%.
   b. Valid sales that were visited for verification and interior inspection: 100%.
   c. Inspected 66% of all valid sales.
   d. Income and expense statement requests submitted and mailed to 100% of all commercial properties in Town.
   e. Returned and filed income and expense statement requests from commercial properties in Town: 45%.
   f. New personal property accounts in Town inspected: 100%
   g. Projected cyclical inspections performed: 100%.

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

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

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

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

4.   Input/Output Measures

	Actual	Budget	Estimate	Budget
List & Value Program	**FY13**	**FY14**	**FY14**	**FY15**
INPUTS				
Number of Employees	1.10	1.10	1.10	1.10
Department Expenditures	$76,835	$80,430	$69,297	$80,246
OUTPUTS				
Number Sales Visited for Verification	158	158	158	160
Number of Sales Inspected	66%	66%	64%	65%
Number Transfers of Title	5.00	5.00	5.45	5.25
Number Sales Questionnaires Mailed to New Owners	240	240	250	240
Number Income & Expense Statements Submitted	125	125	125	125
Number Existing Properties Inspected	493	500	500	500
Number New Personal Properties	62	50	50	55

B.   New Growth

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

2.   Program Outcome
   a.   Building permits issued by Community Development reviewed by the Assessors' Office: 100%.
   b.   Homes that filed building permits during the previous calendar year visited and reviewed: 100%.
   c.   Permit activity recorded in the Assessors' CAMA system: 100%.

3.   Description of Function
   The Assessors' Office collects permit information submitted to the office from the Community Development Office. Each property is reviewed, inspected and adjusted according to the permit work performed as of January 1st, and the effect that the update has on market value. All changes are processed in the property record of the CAMA system, and a value on the property is recalculated. A new growth report is compiled in the fall of each year and is reviewed and approved by the Division of Local Services.

4.   Input/Output Measures

	Actual	**Budget**	**Estimate**	**Budget**
New Growth	**FY13**	**FY14**	**FY14**	**FY15**
INPUTS				
Number of Employees	1.00	1.00	1.00	1.00
Department Expenditures	$69,919	$72,109	$72,109	$69,547
OUTPUTS				
Number 1-3 Families Inspected	905	1,045	1,045	1,045
Number of Permits Reviewed	430	450	430	450
$ Per Residential Inspection	$45	$45	$45	$45
Number of Condo Conversions: Multifamily to Condo Units	20 to 42	21 to 42	20 to 56	20 to 42

C.   Administer Abatements and Exemptions

1.   Goals
    a.   To review and process all abatement requests.
    b.   To review and process all exemption requests.

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

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

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

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

4. Input/Output Measures

Abatements & Exemptions	Actual FY13	Budget FY14	Estimate FY14	Budget FY15
INPUTS				
Number of Employees	1.05	1.05	1.05	0.85
Department Expenditures	$74,186	$77,656	$76,242	$77,572
OUTPUTS				
Abatement Applications Submitted:				
- Number Residential:	186	190	190	190
- Number Commercial/Industrial:	6	6	6	6
- Number Personal Property:	5	5	5	5
- Number Statutory Exemption:	265	275	270	275

D.   Excise Taxation

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

2. Program Outcome
    a. Excise tax bills from the Registry of Motor Vehicles reviewed and processed: 100%.
    b. Requests for abatements on excise taxation received from taxpayers reviewed and processed: 100%.

3. Description of Function
    Motor Vehicle Excise data files are received, maintained, processed and abated by the Assessors' Office. The office answers various questions on motor vehicle excise in person, over the phone or through email.

4.   Input / Output Measures:

	Actual	Budget	Estimate	Budget
Excise Taxation	**FY13**	**FY14**	**FY14**	**FY15**
INPUTS				
Number of Employees	0.65	0.65	0.65	0.45
Department Expenditures	$45,041	$47,148	$47,876	$40,123
OUTPUTS				
Number Bills Processed	20,619	21,050	21,000	21,050
Number Abatement Applications Received & Processed	619	660	650	660

SUMMARY:

Innovation and Initiatives:
The Board of Assessors has always promoted and encouraged innovation wherever it is possible. Presently the Assessing Administrator is charged with verifying all pertinent sales that will be used as the basis of valuing properties for the present fiscal year. Each valid sale is visited, measured and an attempt is made to view the interior. Sales verification forms are mailed to each new, valid purchase. The office also accesses listings of sold properties through local multiple listing services (residential and commercial) in an attempt to gain as much primary information on the sales as possible.

If questions arise regarding the legitimacy of a sale, the listing or selling broker is called to verify the information about the sale in order to gain a more intimate understanding of the transaction. The added knowledge gained will enable the office to more accurately value real estate in the Town and will allow the department to defend values that have been generated more vigorously and with more authority.

Opportunities:
The key personnel in the Assessors' Office have been trained on the Town's Geographical Information System (GIS). This is software that depicts information graphically. As a part of the assessing functions of valuing and new growth, this tool has considerable amount of potential: in looking for anomalies, tracking sales, tracking inspections, examining individual data points, mapping zoning districts, depicting neighborhoods, looking at building details remotely; this is to name just a few of the functions that are available at the fingertips of the office staff.

Challenges:
For FY15, our goal is to have the actual tax bills mailed in December 2014.

HUMAN RESOURCES

OVERVIEW:

FY14 Budget	FY15 Budget	$ Change from Prior Year	% Change from Prior Year:	FY15 FTE's:
$276,209	$280,311	$4,102	1.49	2.92

Program Responsibilities:

The Human Resources Department has six primary areas of responsibility.

- *Benefits Administration*: Consists of health, dental, and life insurance enrollments, deductions, bill processing, Cobra notices, and assistance for all Town, Schools and Light Department employees and retirees with these benefits.
- *Employee/Labor Relations*: Employment issues, personnel policies and questions, union contract compliance and interpretations for eight unions, grievance resolution, and collective bargaining of seven union contracts as well as bargaining health insurance benefit changes with the Public Employee Committee per new State law.
- *Recruitment*: Oversight of hiring and promotional processes across Town in compliance with internal polices, union contracts, and State/Federal hiring and wage law.
- *Employment Regulation Compliance*: areas include health insurance and benefit regulations, wage and hour matters, EEO regulations, FMLA, USERRA, Workers Compensation, unemployment benefits, CORI, ADA, FLSA, HIPAA, etc.
- *Informational assistance to citizens and external agencies*: provide information to citizens regarding employment opportunities, provide external agencies with Town data for surveys and regulatory information, respond to subpoenas, etc.

- *Pay and Position Classification:* administration and application of the union and non-union pay plans, updating of job descriptions, the rating of revised and new job descriptions.

Staffing:

The Human Resources department has 2.92 FTEs, a full time Director, a H.R. Assistant, and a part-time Administrative Assistant.

Budget:

The FY15 Human Resources budget is $280,311 with 32% related to benefits administration for Town and Schools, 24% for employee/labor relations, 10% for recruitment, 15% for employment regulation compliance, 16.5% informational assistance, 2.5% for pay and classification matters.

Program Outcomes/Performance Indicators:

The department indicators are primarily based on internal customer satisfaction, a credible and constructive relationship with labor unions which influence fair results and continue to minimize legal challenges and costs, as well as efficient administration of employee and retiree benefits for the Town and Schools.

FY14 Accomplishments:

- H.R. successfully implemented the updated union and non-union pay plans for FY 14 with Payroll in a timely manner.
- H.R. was able to assist the Town Administrator in the hiring process for an Asst. Town Administrator, as well as the placement of a Building Facilities Director under the new consolidated Town/School Department model.
- H.R. implemented the annual open enrollment and announced the changes to all School and Town employees and retirees, held an

informational meeting with all vendors in attendance to provide information and respond to questions. H.R. also communicated and implemented the annual Medicare and supplemental plan increases for retirees.

- H.R. has worked with the Town Administrator and the Employee Insurance Advisory Committee relative to the Health Insurance Trust Funds and projecting potential FY 15 rate increases.
- H.R. successfully implemented a retiree pay all dental plan that enrolled 113 retirees.
- H.R. is working with the Town's Pay Consultant to validate nonunion pay ranges by band width.

Department Budget By Function:

The chart below depicts our best estimates of the functional costs of the department. Benefits are allocated on a percentage basis, not per person. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers compensation and the Town's Medicare match. Employees are not covered by Social Security.

FY15 Department Budget by Function:	Salaries	Benefits	Other	Total
Employee/Labor Relations	$55,669	$3,652	$3,750	$63,071
Benefits Administration	$63,019	$16,914	$5,650	$85,583
Employment Regulation Compliance	$28,813	$7,761	$4,306	$40,880
Recruitment	$19,285	$4,246	$6,190	$29,721
Assistance	$34,265	$9,519	$2,500	$46,284
Pay and Classification	$5,567	$365	$2,841	$8,773
Subtotal:	**$206,617**	**$42,457**	**$25,237**	**$274,311**
Temporary Staff Replacement			$6,000	$6,000
TOTAL				**$280,311**

STAFFING AND STRUCTURE:

The Human Resources Department has three employees (two full time and one part time) to handle the benefits administration for the Town, School and Light employees and retirees as well as all other Town program areas – Employee/Labor Relations, Recruitment, Employment Regulation Compliance, Informational Assistance, and Pay and Classification The part time Administrative Assistant staffs the front desk 32.5 hours per week providing support with data, record keeping and customer interaction in all areas. Whenever one position is absent due to illness, vacation, etc. the other positions provide coverage for the vacancy as there is no other backup system in place. Management consists of the H.R. Director.

FY15	Salaries	Benefits	Other	Total
Employee/Labor Relations	0.50	0.00	0.00	0.50
Benefits Administration	0.15	0.62	0.20	0.97
Employment Regulation Compliance	0.10	0.10	0.30	0.50
Recruitment	0.10	0.00	0.20	0.30
Assistance	0.10	0.20	0.30	0.60
Pay and Classification	0.05	0.00	0.00	0.05
Total FTEs:	**1.00**	**0.92**	**1.00**	**2.92**

GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

EMPLOYEE/ LABOR RELATIONS:

Goals:

- To effectively continue collective bargaining with 7 unions for FY 15 contracts following guidelines by the Selectmen with minimal legal fees.
- To work proactively with labor unions to resolve employment disputes, provide contract interpretations and impact bargain over policy changes.
- To assist nonunion and union employees with policy questions and problems that relate to various Federal and State employment statutes.
- To implement the remaining health plan design changes that are effective July 1, 2014 in accordance with the agreement reached under MGL Chapter 69.

Program Outcome:

- As of July 1, 2014, all eight employee union contracts will be expired. To date, the Town has received one demand to enter into collective bargaining after the first of the calendar year and it is expected that the remaining unions will follow with requests to bargain over the next few months.
- By FY15, it is anticipated that contract bargaining will be ongoing with a majority of the seven unions that H.R. deals with directly.

Description of Function:

Under M.G.L. Chapter 150E, public employees are allowed to unionize. The Town of Belmont is legally required to meet and bargain with these employee groups over hours of work and other working conditions such as pay, benefits, and working conditions. (With the enactment of MGL Chapter 69, Health Insurance is now bargained in a separate format.)

Input/Output Measures

Since the creation of the H.R. department, for the vast majority of the time, labor counsel has been able to serve in an advisory capacity which reduces the Town's legal fees. Contract settlements have been reached in a timely basis and within the cost perimeters set by the Board of Selectmen and employee issues have been worked out in a fair and equitable outcome, avoiding costly litigation.

INPUTS	Actual	Budget	Projected	Budget
	FY 13	**FY 14**	**FY 14**	**FY15**
# of Employees	0.40	0.40	0.40	0.50
Department Expenditures	$47,173	$49,714	$49,714	$63,071
OUTPUTS				
# of Unions Bargained With	7	7	7	7
# Employment & Disciplinary Issues Dealt With	36	25	25	25
# Employment & Disciplinary Issues Dealt With	36	25	30	30

BENEFITS ADMINISTRATION:

Goals:

• To provide eligible Town, School, and Municipal Light employees and retirees with appropriate benefits.

Program Outcomes:

• Accurately administer Health, Dental, Life Insurance, Worker compensation, and Unemployment benefits.

Detailed Description:

Administer the enrollment of approximately 785 eligible employees and 700 retirees/spouses for the Town and School Departments in health insurance, dental, and life insurance as well as workers compensation and unemployment.   Process all plan bill payments, monitor enrollment, review eligibility, and work with vendors and consultants.

Input / Output Measures:

INPUTS	Actual	Budget	Projected	Budget
	FY 13	**FY 14**	**FY 14**	**FY15**
# of Employees	0.95	1.10	1.10	1.05
Department Expenditures	$79,666	$89,007	$89,007	$85,583
OUTPUTS				
Health Insurance Services				
-784 School and Town Eligible Employees				
-615 Retirees/Spouse	650	700	700	725
Life Insurance Services (495 Participating School/Town Employees and Retirees)	55	50	50	55
Number of Workers Compensation Cases for School & Town	25	27	28	26
Dental Insurance Service to 166 participating Town employees and 398 for School employees and 113 Retirees (new plan)	70	70	70	85
Number of Unemployment Cases for School and Town	47	50	50	55

EMPLOYMENT REGULATION COMPLIANCE:

Goals:

- To provide nonunion and union employees information and policy interpretations regarding several Federal and State employment statutes that give rise to questions.
- To ensure that required employment information is filed and to complete any required State or Federal reports.

Program Outcomes:

- To administer Federal and State employment statutes and respond to corresponding employment questions and issues, collect required documents, and comply with internal union job posting procedures and external advertisements consistent with Equal Opportunity requirements .

Detailed Description:

Employment information needs to be available through the H.R. department for dissemination to employees with questions regarding sick leave and vacation questions that may fall under the Federal Family and Medical Leave act; wage and hour issues that may fall under the Fair Labor Standards Act or State statutes; or military leave acts, disability laws, and discrimination statutes such as the Civil Rights, etc. The Town is also required to maintain various employment information and records such as employment applications, required employment licensures, Federal Immigration I-9s, State Health disclosure forms, Marriage, Birth and Death certificates for insurance, Medicare cards, employment rosters, State Civil Service records, etc.

Input / Output Measures:

INPUTS	Actual	Budget	Projected	Budget
	FY 13	**FY 14**	**FY 14**	**FY15**
# of Employees	0.60	0.55	0.55	0.50
Department Expenditures	$45,567	$44,224	$44,224	$40,880
OUTPUTS				
# Regulation Related Issues	20	18	19	19
# Compliance Records Created	500	750	750	750

RECRUITMENT:

Goals:

- To provide a qualified and stable workforce.

Program Outcomes:

- 100% Placement of qualified applicants subject to reference checks, pre-employment physicals and probationary periods.

Detailed Description:

Create internal job postings and external ads from job descriptions with stated minimum qualifications, log in all applications, acknowledge external applications, provide copies to the hiring department and review results for EEO compliance and provide policy guidance of placement in pay ranges.

Input / Output Measures:

INPUTS	Actual	Budget	Projected	Budget
	FY 13	**FY 14**	**FY 14**	**FY15**
# of Employees	0.20	0.20	0.20	0.20
Department Expenditures	$26,479	$29,275	$29,275	$29,721
OUTPUTS				
# External Advertisements	22	20	20	22
# Internal Job Postings	27	25	15	20

ASSISTANCE:

Goals

- Respond to citizen's inquiries regarding job openings and address inquiries from State of Federal agencies, and surrounding communities.

Program Outcomes:

- 100% response to citizen's inquiries regarding job openings and response to inquiries from State agencies such as Civil Service, the Attorney General, the Federal EEO office regarding required reports, and responses to requests for information from surrounding communities.

Input / Output Measures:

INPUTS	Actual	Budget	Projected	Budget
	FY 13	**FY 14**	**FY 14**	**FY15**
# of Employees	0.51	0.60	0.55	0.60
Department Expenditures	$41,764	$45,733	$45,733	$46,284
OUTPUTS				
# Requests for Assistance From Citizens & External Agencies	156	150	150	150

PAY AND CLASSIFICATION:

Goals:

- To establish a position hierarchy based on a point factor system that weighs the level of responsibility, skills and knowledge requirements, supervisory responsibility, working conditions, etc, and to attach pay ranges to these levels of positions.

Program Outcomes:

- Administer application of union and non-union pay plans, updating of job descriptions, rating of revised and new job descriptions as needed at 100%.

Detailed Description:

The Classification system is put into place by outside neutral consultants who have propriety systems that are defensible against claims of bias and protects the Town. After the pay plan has been put in place by the original consultant, the ranges increase with general wage market increases and CPI information approved by the Board of Selectmen. In FY14, Human Resources Department is working with our consultant to conduct a review of the salary ranges by bands for nonunion employee positions to ensure that our pay levels are at market levels as compared to comparable local Towns in the area.

Input / Output Measures:

INPUTS	Actual	Budget	Projected	Budget
	FY 13	**FY 14**	**FY 14**	**FY15**
# of Employees	0.05	0.05	0.05	0.05
Department Expenditures	$8,084	$8,402	$8,402	$8,773
OUTPUTS				
# Positions Revisions/Ratings (Includes BMLD)	12	12	12	12

INNOVATION:

In 2011 H.R. applied and was approved for new Federal Stimulus funds through the Early Retiree Reimbursement Assistance program. This program reimburses a predetermined level of claims for non-Medicare eligible retirees who are provided health insurance. During FY 12, the Town received two reimbursement payments consisting of $31,170 and $183,786. In the first half of FY 13, the Town received $90,000. These funds must be used toward health insurance costs.

In FY 14, the Town is receiving the final payments provided by this program which is closing out due to the new Federal Affordable Health Care Act. These payments total $38,073.36 to date.

OPPORTUNITIES:

If my department were allocated additional funds, I would add a full time professional position to assist with day to day research/projects and administrative duties. This would enable me to spend more time keeping up with external legal changes, trends, analyzing, planning, improving programs, crafting policies, providing internal management training and making innovative recommendations instead of handling day to day administrative functions.

CHALLENGES:

As mentioned in 2012's Warrant Committee report, the Human Resources department long term growth has only been .9% vs. 3.5% for all Belmont departments. This is despite the fact that since its inception ten years ago, the department has taken over the responsibility for administering Ch. 32B, Section 18, that mandates the retires must enroll in Medicare A and B when eligible, administration of a dental plan for Town and School employees and recently a retiree dental plan, a lead role in dealing with unions on day to day matters as well as collective bargaining, working with payroll for new employees and

various changes in the payroll system, working with mandates such as State Health Care Reform regulations, Medicare D regulations and reimbursements, License tracking and verification for Town drivers through the Massachusetts Registry, the Federal Early Retiree Reimbursement program and Federal Health Care Reform and most recently, working with the new MGL Chapter 69 health plan design change regulations in order to implement design changes.

As <u>departmental tasks have expanded, there have been requests for an addition of a second professional position to the Human Resources department.</u> It is apparent that the Town needs a trained para-professional position to assist the Director with the requirements, paperwork, and research necessary to ensure compliance for these six programs.

The precariousness of staffing became very apparent during the first three months of FY 14 when one staff member was out unexpectedly for 12 weeks on Family Medical Act Leave and unexpectedly another was qualified to be out during much of the same period. During this time frame all union and nonunion employees' payroll rates needed to be updated in addition to the regular work flow. One staff person has put us on notice that they will be out for over a month this winter. These issues are unavoidable but leave small departments in a difficult situation which impacts ability to be as effective or responsive, especially when legal deadlines can be involved.

INFORMATION TECHNOLOGY

OVERVIEW:

Budget Overview:

FY14 Budget	FY15 Budget	$ Change	% Change	FY15 FTE
$882,480	$887,432	$4,952	0.56%	5.00

The Information Technology Department has five full time equivalent employees consisting of: the Director, GIS/DB Administrator, IT Specialist I, IT Specialist II, and Technical Assistant.

The FY2014 budget was $882,480 with Desktop Services accounting for 20%, ERP System Administration 21%, GIS & DB Administration 17%, File Server & Communications Administration 37%, and Technical Training 5%.

Program Responsibilities:

The Information Technology Department has five primary responsibilities.

- *Desktop Services.* The Department provides Computer Help Desk, Printer, PC replacement and Mobile (laptop, tablet and smartphone) services for all Town Departments.

- *ERP System Administration.* The Department provides Enterprise Resource Planning (ERP) System administration for the Town's MUNIS system.

- *GIS and Database Administration.* This Department is responsible for maintaining the Town's Geographical Information System (GIS) and the several Databases developed by all Town Departments.

- *File Server and Communications Administration.* This Department maintains the Town's Email System (Exchange), systems security (anti-virus, anti-malware and encryption), Terminal services, Web services, File storage, Backup Systems and Virtual Machines.

- *Technical Training.* The Department is responsible for providing training in the use of a number of the Town's Systems, such as, Email, GIS and File Storage. Also, to provide training in proper security measures for protection of personal information for residents and staff.

FY14 Accomplishments:

- Security Analysis and Acceptance of 'Cloud' Backup and Disaster Recovery System for the Network.
- Completed Testing for moving ERP (MUNIS) System to 'Cloud'.
- Redirected all MUNIS users to Tyler Datacenter.
- Upgrade OS (Operating System) of all Computers to Windows 7.
- Upgrade Office Application of all Computers to Microsoft Office 2010.
- Replaced 24 Desktop Computers, 5 Laptops, and 3 Printers.
- Assisted in creating Independent Network for Belmont Light Department.
- Evaluated, Tested and Deployed Online training for Windows 7 & and Office 2010.
- Implemented new MassGIS LIII Parcel Standard in GIS.
- Installed new SQL Database backup and maintenance configuration.
- Assist in implementing new 'Cloud' based Permitting System.
- Installed new Intrusion Detection System (IDS) and Log File Management System on Network. This is part of our ongoing Security Upgrades to all systems.
- Evaluated, Tested and Deployed 'Cloud' based password vault system to assist users in maintaining proper password security.
- Replaced and Upgraded the TeleStaff Server at Fire Department.

This server is for maintaining staffing requirements and keeping track of shift status records.

Department Budget:

The chart below represents our best estimates of the functional costs for the department. The benefit total is reflective of the entire department; however those expenses are presented as a percentage of FTE's.

In general, the "Other cost" component of each function consists of the Hardware refresh, Software Licensing and Software Maintenance costs associated with the function.

Program	Salaries	Benefits	Non-Salaried Cost of Services	Total
Desktop Services	$69,398	$18,106	$96,504	$184,007
ERP System Admin	$105,749	$27,589	$56,490	$189,828
GIS/DB Admin	$66,093	$17,243	$35,306	$118,643
File Server/ Communications	$66,093	$17,243	$265,974	$349,310
Technology Training	$23,133	$6,035	$16,476	$45,644
Totals:	$330,466	$86,216	$470,750	$887,432

Staffing and Structure:

The Information Technology Department has five full-time employees to support the technology needs of 22 Town Departments and Divisions. Management consists of the IT Director. There is no administrative support staff and each IT member contributes to each function as specified in the table below.

Program:	Management	Technical Support	Administrative	Total
Desktop Services	0.10	0.75	0.02	1.05
ERP System Admin	0.50	1.00	0.10	1.60
GIS/DB Admin	0.10	0.80	0.10	1.00
File Server/ Communications	0.10	0.80	0.10	1.00
Technology Training	0.20	0.10	0.05	0.35
Totals:	1.00	3.45	0.55	5.00

GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

DESKTOP SERVICES:

1. Goals:
- To reduce resolution time for tech support requests.
- To reduce number of request recalls.

2. Program Outcomes:
- Percentage of requests completed within five days
- Percentage of request recalls

3. Description:

The department currently services 213 desktop computers, 37 laptops, 10 Tablets and 14 Smartphones. These are distributed throughout 22 departments in ten buildings. Also serviced are 80 printers. Servicing involves software installations and updates, virus scans, repairs and replacements. The department maintains and administers approximately 40 departmental specific software applications in addition to Town-wide applications such as Microsoft Office, Adobe Acrobat, PerfectDisk, etc. The significant increase in FY14 support requests is due in part to the upgrade of desktop operating system to Windows 7, Office upgrade from 2003 to 2010 and the creation of the Belmont Light network. Industry standard for computer replacement is three years. Our replacement schedule is five years. Printers are replaced on an as needed basis, typically six to eight years. Maintenance of software licensing is also a component of this function.

4. Performance Chart:

Desktop Services	Actual FY13	Budget FY14	Estimated FY14	Budget FY15
INPUTS				
# of Employees	1.05	1.05	1.05	1.05
Department Expenditures	$177,155	$176,475	$136,249	$184,007
OUTPUTS				
# Tech Support Requests	2,226	2,200	3,830	2,800
# Tech Support Requests Resolved within 5 days	1,603	1,650	2,681	1,960
# Request Recalls	134	105	230	168

ERP SYSTEM ADMINISTRATION:

1. Goals:
- To maintain system availability.

2. Program Outcomes:
- Percentage of system up-time.

3. Description:
The ERP (Enterprise Resource Planning) system is provided by Tyler Technologies and is called MUNIS. It provides a common repository for the entire Towns' financial, asset and personnel data. The MUNIS system is used by all departments and is a vital and critical component of the technology infrastructure. Administration is performed by the IT Director and involves version upgrades, weekly updates; help desk service call resolution, monthly file maintenance and system integration.

4. Performance Chart:

ERP System Services	Actual FY13	Budget FY14	Estimated FY14	Budget FY15
INPUTS				
# of Employees	1.60	1.60	1.60	1.60
Department Expenditures	$181,472	$182,766	$182,766	$189,828
OUTPUTS				
System Up-Time %	99.00%	99.50%	99.00%	99.00%

GIS & DATABASE ADMINISTRATION:

1. Goals:

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

2. Program Outcomes:

- Percentage of departments using GIS.
- Percentage of database operational-time.

3. Description:

A GIS (Graphical Information System) has become a critical component in municipal planning. The ability to spatially display information provides a substantial increase in efficiency for Planning, Utility work, Property analysis, Pavement management and Public Safety. Our GIS is based on Environmental Systems Research Institute (ESRI) platform. The main challenge in maintaining the GIS is keeping data updated. This is accomplished through the efforts of the GIS/DB Administrator using custom written as well as 'off the shelf' utility programs. We are constantly finding new uses to address data gathering needs in various departments. Included in this function is the maintenance of all databases in the Town. Although the main platform for the Town is Microsoft SQL Server, we do have several other databases to maintain. Maintenance involves monthly updates, performance analysis, table modifications and system integration.

4. Performance Chart:

GIS/Database Administration	Actual FY13	Budget FY14	Estimated FY14	Budget FY15
INPUTS				
# of Employees	1.00	1.00	1.00	1.00
Department Expenditures	$113,420	$149,494	$149,494	$118,643
OUTPUTS				
# Dept Using GIS	10	10	12	13
Database Up-time %	99%	99%	99%	99%

FILE SERVER & COMMUNICATION ADMINISTRATION:

1. **Goals:**
   - To maintain file system availability.
   - To maintain email system availability.
2. **Program Outcomes:**
   - Percentage of file system operational time.
   - Percentage of Email system operational time.
3. **Description:**

The Town server infrastructure currently contains 29 servers (18-Virtual, 11 Physical). Maintenance involves monthly updates, configuration modifications, virus scans, log file analysis, and performance monitoring. Also included in this function is the Storage Network which allows critical data replication of School data to Town storage and Town data to School storage for disaster recovery purposes. Data backup to Cloud storage is performed four times a day to ensure no loss of data for any reason. The Town utilizes Microsoft Exchange for email. There are currently over 275 mailboxes which are constantly scanned for viruses and SPAM. We have implemented an email archiving system. This will assist the Town by providing eDiscovery capability.

4. **Performance Chart:**

File Server & Communication	Actual	Budget	Estimated	Budget
	FY13	**FY14**	**FY14**	**FY15**
INPUTS				
# of Employees	1.00	1.00	1.00	1.00
Department Expenditures	$338,779	$325,938	$325,938	$349,310
OUTPUTS				
File System Up-time Percentage.	98%	99%	98%	99%
Email System up-time Percentage.	98%	99%	98%	98%

TECHNICAL TRAINING:

1. Goal:
- To Increase Technical Proficiency of Staff.

2. Program Outcome:
- Percentage of reduction in tech support requests.

3. Description:
The IT Department conducts training classes when possible to assist other Town departments to properly utilize technology to reduce costs. These classes include GIS, ERP, Email, Security and Policy training. Unfortunately, IT Staff time is primarily used for maintaining systems operations. The department lacks sufficient resources to develop training classes and administer them. We have recently purchased online training through Lynda.com. This was done to facilitate our upgrade to Windows 7 and Microsoft Office 2010.

4. Performance Chart:

Technical Training	Actual FY13	Budget FY14	Estimated FY14	Budget FY15
INPUTS				
Number of Employees	0.35	0.35	0.35	0.35
Departmental Expenditures.	$43,721	$47,807	$42,807	$45,644
OUTPUTS				
# Training Classes	14	28	15	18
# Techsupport Requests	2,226	2,200	3,830	2,800

SUMMARY:

Innovation and Initiatives:
We spent several months evaluating and testing various online training systems. This was to provide the needed user training for the upgrade to the new version of Microsoft Office. We selected Lynda.com based on our own testing and contacting several towns that use it.

We have evaluated and tested a system (LastPass) for users to maintain their multiple passwords. Our security consultant (TBG Security) also tested the security methods used for the 'Cloud' based system and verified it to be the most secure of all systems they have knowledge of. In fact TBG utilizes LastPass themselves.

The need for this is to assist in compliance with our security policies, Federal regulations, state regulations and best practices for computer security.

We have instituted a policy to Penetration Test any application or system connected to the Town Network. This is a preventative measure against security breaches that could result in resident and employee personal information exposure.

Opportunities:
Some of our goals for FY2015 to reduce costs and more efficiently utilize the current staff and systems are:

- Move email to a 'Cloud' based system. This will eliminate the need to maintain a system in-house and the costs.
- Replace an obsolete GIS based water/sewer document management system. We are working with a vendor to create a 'Cloud 'based system that can be easily updated in the field as physical infrastructure changes are made.
- Create a work order ticket system for multiple departments utilizing the BOSS system currently in use by the IT department. This would have no additional costs associated as the system has unlimited expansion capabilities.

Challenges:
Our biggest challenge has been the loss of the Desktop Support Technician staff person. The vacancy caused many critical projects to be delayed as existing staff took over the duties of the vacant position. We are anticipating filling the position soon which will enable the department to begin "catching up" on the project backlog.

The challenges to the department are mainly focused around security. Our network is attacked on a continual basis through viruses, malware and direct hacking. These attacks are mitigated through the use of software applications, hardware systems, and constant attention to updating and equipment and software.

A large number of emails coming into the Town are "SPAM". Some of the SPAM emails that manage to pass through the filtering software utilize social engineering to attempt to extract personal information. The education of the workforce to recognize these is a major challenge. The Town is not immune from the same network attacks reported in the news concerning data breaches which exposes personal information for identity theft. We are on constant watch and with comparatively limited funds as private industry; it is a great challenge to protect the residents and staff personal information.

TOWN ACCOUNTANT

OVERVIEW:

Program Responsibilities:

FY14 Budget	FY15 Budget	$ Change	% Change	FY15 FTE
$340,641	$379,016	$38,375	11.27%	3.53

The Accounting Department has four primary responsibilities.

ACCOUNTING

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

AUDITING

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

- *Internal:* -The Town Accountant audits health insurance, salary and other benefits expense on a quarterly basis. The Department reviews internal procedures of all departments and performs Fraud Risk assessments on an ongoing basis. As part of the Personal Information Protection Program (PIPP), the Assistant Town Accountant works with various departments on the implementation of this project.

CONTRACTS / ACCOUNTS PAYABLE

The Town Accountant is the Chief Procurement Officer under Chapter 30B, signs contracts to provide certification of the availability of funds and maintains custody of all contracts. In addition, the Town Accountant prepares and approves all warrants for payments in accordance with Massachusetts General Laws. The Assistant Accountant is certified as MA Public Purchasing officer and assists in reviewing bids, contracts, monitors progress of facilities construction expenses, prepares regional contract invoices and requests for grant reimbursements from relevant federal, state or local agencies.

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

BUDGET/REPORTING

The Town Accountant provides financial information to all departments, assists in the review of annual budgets as part of the Town Administrator's team and monitors all revenues and expenditures. As part of the Budget Team, the Town Accountant attends budget meetings for departmental operating and capital budget requests.

OTHER – Committees

In addition, the Town Accountant is a member of both the Permanent Audit Committee and the Belmont Retirement Board. The office also acts as financial liaison to the various building committees.

STAFFING

The Accounting Department has 2.93 full time equivalent employees for FY14. Included in the proposed budget is a full time staff accountant in lieu of the part time intern (.40 FTE). This position will allow the department to maintain reporting requirements and accounts payable processing.

FY14 ACCOMPLISHMENTS:

- Successfully completed FY14 Free Cash certification by November 2013 and submitted Schedule A by December 2013.

- General Ledger was completed and presented to the external auditors by mid October 2013 and the FY13 Audited Financial statements were presented to the Permanent Audit Committee on January 8, 2014.

- Participated in the development of the FY15 Budget as part of the Town Administrator's budget team.

- Led the team with the Assessor, Treasurer, Town Administrator and Town Clerk in preparing documents and setting the FY14 Tax Rate on December 20, 2013.

- Completed initial phase of the Personal Information Protection Program (PIPP) whereby policies have been drawn and reviewed by Town Counsel.

- The Community Preservation Act (CPA) revenues and expenditures have been established in the MUNIS accounting system and required forms have been filed with the state. Review of bidding process, procurement, contract issuance and reporting is scheduled in accordance with Town policies are monitored by the Town Accountant's Office.

- The Town Accountant was responsible for the collection, assembly and coordination with Actuaries to prepare the OPEB study as of July 1, 2013.

- Established a review process to meet monthly with the Treasurer and Light Department to reconcile substation project payments and balances.

- Audited and Reconciled Accounts Receivable balances between Treasury & Accounting for the following :- Real Estate taxes, Excise Taxes, Community Preservation Surcharge, Police Details, Ambulance & Parking tickets.

- Submitted monthly payment requests to Massachusetts School Building Authority on behalf of the Wellington School Building Construction Project. Under Treasure's leadership, met with Building Committee member, the School, and the Treasurer to review financial and physical status of completion of the project.

- As member of the Belmont Retirement Board system, the Town Accountant completed annual continuing education credits as mandated by PERAC- the Public Employee Retirement Administration Commission and attended monthly Board meetings.

- Implement recommendations contained in the annual management letter provided by the outside Auditors to improve accounting controls.

BUDGET

The FY15 budget is $379,016 to support accounting, auditing, budgeting, and accounts payable.

DEPARTMENT BUDGET:

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

FY15	Salaries	Benefits	Other	TOTAL
Accounting	$68,632	$13,480	$19,760	$101,872
Auditing	$56,376	$11,073	$57,000	$124,449
Budget/Reporting	$34,316	$6,740	$0	$41,056
Accounts Payable & Purchasing	$85,789	$16,850	$3,500	$106,140
Other - OPEB			$5,500	$5,500
TOTAL	$245,113	$48,144	$85,760	$379,017

The "Other cost" component varies by function. Costs under *Audit* function comprise of the professional services cost of outside auditors to conduct annual audit of the Town's financial statements. Under *Accounting*, it comprises of costs for the biennial OPEB actuarial studies, and other professional services. The budget also reflects costs for dues, conferences to maintain continuing education and related travel. *The Accounts Payable/Other* function covers office supplies, forms, Committee expenses and mileage reimbursements for departments other than accounting.

STAFFING AND STRUCTURE:

A full time Staff Accountant is included in the proposed FY15 budget in lieu of the part time intern, currently budgeted in FY14. The staff change is necessary to achieve the department's goals, to maintain all reporting requirements, to prepare information on a timely basis, maintain fixed asset system and to

provide back up for accounts payable processing. Statutory and Accounting functions will be more efficient allowing for improved departmental processes, cross training to meet deadlines during peak periods of work load.

In FY15 budget, "Management" consists of the Town Accountant. The "Other Professional Staff" category comprises the Assistant Town Accountant, Staff Accountant and one part time Accounts Payable Clerk.

FY15 - FTE	Mgmt.	Other Professional Staff	Clerical	Total
Accounting	0.40	0.60	0.00	1.00
Auditing	0.20	0.60	0.00	0.80
Budget/Reporting	0.30	0.20	0.00	0.50
Accounts Payable & Purchasing	0.10	0.60	0.53	1.23
TOTAL	1.00	2.00	0.53	3.53

GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

The department's performance indicators are primarily efficiency and quality oriented, focusing on State mandated schedules, report deadlines and legal compliance.

BUDGETING/REPORTING

Goals:

- To provide assistance in preparation of the Annual Budget
- To assist in public understanding of the budget process
- To track and monitor department spending reports

Detailed Description:

This department along with the Town Administrator works to prepare a 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.

FINANCIAL ACCOUNTING & REPORTING

The Town Accountant is established under Massachusetts General Laws to pay bills and keep the legal accounting records of the Town. Appointment is made by the Board of Selectmen triennially. This office functions as the legal financial record keeper and bill payer. The Accountant works closely with the Department of Revenue to ensure that laws are followed and reporting is timely. This office proves cash, accounts receivable and debt service with the Treasurer periodically to ensure that systems in place protect the resources of the Town of Belmont.

Goals:

- To provide accurate and timely financial reporting information
- To ensure that Accounting books and Treasurer detail are in balance
- To make timely adjustments when needed so that departments have accurate data

Detailed Description:

Audit. We fall under federal regulations (communities receiving over $500,000 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). The Town will be awarding out RFPs for preparation of Other Post-Employment Benefits (OPEB) actuarial studies in FY14.

We audit the hours for each weekly payroll and prove to the payroll office. We also periodically audit the health insurance coverage's for accuracy. These three categories AP, payroll, and health insurance represent all the payments being make by the Town. We also have an internal audit program that reviews a different department each month. This has been effective in setting policies for handling cash and each department's internal controls

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

ACCOUNTS PAYABLE & PROCUREMENT OVERSIGHT

Goals:

- To pay bills received by the department in an efficient and timely manner
- To ensure vendor name, address, and account number matches database and relevant purchase orders
- To review and confirm policies and procedures of bidding and contracts have been followed

Program Outcomes:

- Percentage of vendors paid within 30 days
- Percentage of bids and contracts issued within 30 days
- Percentage of new vendors identified with 30 days

Detailed Description:
Some examples of Accounts Payable and Procurement Oversight include the following:
- All bills over $1,000 require a purchase requisition and purchase orders. Purchase orders are prepared and disbursed by this office.
- Review of Procurement and Bidding process thereby managing risk and mitigating liability
- This office calls for contracts to be on file for all purchases over $10,000 and 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.
- *Purchasing-* 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. This also involves being on call for advice to departments as they do their purchasing.
- *Effective FY14, the Assistant Town Accountant has been awarded an annual stipend of $3,000 to meet, review and guide the CPA Committees with their bidding and procurement process.*

Accounts Payable / Procurement Oversight	Budget FY13	Budget FY14	Estimated FY14	Budget FY15
No. of Town Invoices processed within 30 days	12,000	12,000	12,250	12,500
No. of Vendors added or changed per year	400	550	600	600
No. of Invoices from School / Light Departments reviewed for payment within 30 days	9,000	9,000	9,500	9,750

INNOVATION AND CHALLENGES:

The Town Accountant Office is responsible for directly preparing or assisting in the preparation of several important financial documents. It is in the interest of the Town to provide complete, accurate and timely financial reporting documents. This is especially important to the rating agency as part of their review of the Town's Management and Financial functions. The creation of a staff accountant position will provide the Town Accountant's Office the resources to meet these challenges. In addition, the following goals and objectives will be served by the addition of the staff account position.

Reporting
This office plans to improve the year end closing and audit deadlines by implementing policies and procedures to track and maintain Fixed Assets acquisitions and disposals in the MUNIS software system on a quarterly basis and by reconciling utility billing receivables on a monthly basis.

Accounting:
- To continue to review and monitor revolving and grant funds on a quarterly basis during the year.
- To work with the Facilities Director to develop a chart of accounts for the Facilities Department.
- To review and improve Fixed Assets funds, accounting names and account numbers to conform to UMAS and DESE accounts in MUNIS and thereby improve reports generated by MUNIS.
- Health Trust Fund Analysis
- Community Preservation Act Reporting
- Implement Management Letter Issues
- Perform Worker's Compensation Analysis

Auditing:
- To continue to audit health invoices, on a monthly basis
- To update or set up a program for collection and maintenance of data for biennial OPEB actuarial study and evaluations.

Other:
- Study and implement the latest GASB releases and required Affordable Care Act reports to the State or Federal Government.

Board of Selectmen / Town Administration

OVERVIEW:

FY14 Budget	FY15 Budget	$ Change	% Change	FY15 FTE
$794,271	$839,826	$45,555	5.74%	5.00

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

GENERAL MANAGEMENT SERVICES:

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

- *Fiscal & Budgetary Oversight*: This function is responsible for managing the Town's annual budget process and ongoing financial review and oversight. The Town Administrator serves as the liaison between Town Departments and the appointed Warrant Committee and Capital Budget Committee.

- *Communications/Public Information*: This function maintains primary responsibility for centralized town-wide communications, media relations, constituent services, Town Meeting preparation and the publishing of the Town's Annual Report. The office is responsible for website management and public outreach to the community and externally via the world-wide web.

- *Committees/Commissions:* The office provides administrative support for Board Appointed Committees, the Warrant Committee and Capital Budget Committee. Tasks include posting of meeting agendas, booking meeting space, coordinating special events, printing notices or publications, and updating the Town's website with meeting minutes, reports and general information. In addition, the office coordinates applications received from residents for appointment to various committees and boards by the Board of Selectman (BOS).

- *Risk Management*: The office manages the Town's risk management and insurances for property, casualty, liability and auto insurance, workers compensation, health insurance trust fund.

BOARD OF SELECTMEN:

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

LEGAL SERVICES:

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

Budget:

The FY15 proposed budget for the department is $839,826. Roughly 62% of the department budget is for General Management Services, 32% for Legal Services, 5% for Board of Selectmen, and 1% for the VFW Lease Agreement.

FY 14 ACCOMPLISHMENTS

- Hired a new Assistant Town Administrator and new Facilities Director in order to finalize Consolidated Town/School Facilities Management Department.
- Produced and presented balanced FY14 & FY15 Town Budget proposals to the Board of Selectmen and Warrant Committee.
- With the BOS, coordinated the development of the Financial Task Force to develop a long-tern financial and capital improvement plan.
- Coordinated Town Meeting and Special Town Meeting preparation and logistics with Town Clerk, Town Moderator, Department Heads and Chairs of Committees/Commissions including preparation of schedule, warrant, articles, motions, and presentation slides.
- Continued new "Budget Team" model for FY15 budget including continued collaboration with school officials in the process.
- Worked with the Underwood Pool Building Committee in its development of a recommendation to the BOS on a new Underwood Pool.
- Continue to realign department staffing, functions, and responsibilities in Town Administrator's office to better serve citizens, Departments, Boards and Committees.
- Coordinated approval of over 50 Common Victualler Licenses for 2014.
- Coordinated and expanded outreach for facility rentals in Town Buildings.
- Streamlined the appointment process of residents to various committees and Boards by the BOS.
- Coordinated Liquor License Renewals, which included streamlining the process by working with other departments.
- Coordinated a second Request for Proposal (RFP) process for disposition of town land on Woodfall Road, which resulted in two bids. Negotiations are underway to finalize a Purchase and Sale Agreement.
- Assisted in the coordination of a Public Forum with the Community Path Advisory Committee in February 2014 to solicit feedback from the public on various options.

- Implementation of Advanced Life Support (ALS) services was completed in September 2013.
- Upgraded the Town's webpage to a new platform to improve appearance and functionality.
- Provided support to the Logan Airport Noise Advisory Committee.
- As part of a working group, including the Cable TV Advisory Committee, coordinated the franchise renewal process with Comcast.
- Provided input and attended meetings with other Town officials regarding the Minuteman Building Project, restructuring of the current Regional Agreement and new Intergovernmental Agreement.
- With other Departments, provided support for the Joey's Park Project which was completed in the fall 2013.
- Coordinated the notification and other communications to residents and implementation of the recently enacted Demolition Delay and Residential Sidewalk Snow Removal Bylaw approved by Town Meeting in November 2013.
- Participated in the working group on the development of a possible State application for Belmont to become a "Green Community".
- Assisted in the selection of the designer for improvements to the Harris Field Complex. Funding was approved by Town Meeting in November 2013.
- Coordinated project proposals for the Community Preservation Act Committee's review.
- Implemented rules and regulations for Stormwater Bylaw.
- Began Trapelo Road Reconstruction Project.
- Worked with Belmont Center Business Association and neighborhood to provide information & needed feedback on the Belmont Center Utility Project, which was completed in FY14.

- Worked with Belmont Municipal Light Department and other Town Departments on the coordination and implementation of a new computer server for the Light Department.
- Restructured leadership roles in the Community Development Department to improve service delivery.
- Provided information and testimony to legislative committees on the three "home rule" petitions regarding retail and restaurant liquor licenses and town governance, which were enacted in January 2014.
- Assisted in the development of state legislation and provided testimony to legislative committees regarding the transfer of the Incinerator Site to the Town, which was approved in January 2014. This will allow final negotiations to begin with the State Department of Capital Asset Management and Maintenance.

DEPARTMENT BUDGET:

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

FY15 Program:	Salaries	Benefits	Other	Total
General Management	$441,854	$50,997	$29,890	$522,741
Board of Selectmen	$14,000	$16,285	$7,550	$37,835
Legal Services	n/a	n/a	$271,750	$271,750
VFW Lease Agreement	n/a	n/a	$7,500	$7,500
Total:	$455,854	$67,282	$316,690	$839,826

The FY15 Budget includes an increase to the legal services allocation to reflect an anticipated cost and service increase.

STAFFING & STRUCTURE:

The five department staff currently employed by the department includes the positions of Town Administrator, Assistant Town Administrator, Administrative Coordinator, Budget Analyst and Public Information Specialist. The three members of the Board of Selectmen receive a small stipend for their leadership role and service to the community.

DEPARTMENT PROGRAMS:

GENERAL MANAGEMENT SERVICES

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

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

School departments; and assists in general oversight of special projects and town-wide issues.

The Administrative Coordinator provides primary administrative support for the department. She is responsible for general office management, providing executive-level assistance to the Town Administrator; agenda coordination and administrative support to the Board of Selectmen; processes all accounts payable; manages the department's payroll systems; maintains the department's personnel information; processes and tracks insurance claims for auto property and liability insurance. Key responsibilities include preparation of the Selectmen's meeting agendas, coordination of the board meeting packet, processing accounts receivables and payables, tracking all personnel and payroll transactions, providing scheduling & logistics for meetings, coordinating auditorium rentals, town signage, neighborhood block parties, one-day liquor licenses and annual licensing procedures.

The Public Information Specialist role provides general administrative support for the office while also offering primarily responsibility over the many varied community relations and public information activities of the department. The Public Information Specialist is charged with coordination of public information, website enhancements, webpage content management, constituent services, email communications with residents, the Town's Annual Report and assisting in the annual publication of the Town's budget. The position is responsible for supporting the Town's committee, commissions and boards as they work on behalf of the Town.

The Budget Analyst works directly with the Town Administrator, Town Accountant, Treasurer and Department Heads to coordinate the annual budget document and to provide year-round budget reporting.

During the recent transition between Town Administrators, the department's staff was effectively cross-trained to perform all critical department functions. The staff works closely together to ensure that department responsibilities can be met daily.

Within the "General Management Services" program budget, there are at least four (4) functional areas of responsibility and specialized tasks. They are outlined below.

Fiscal & Budgetary Oversight:

Key Program Tasks:

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

Communications/Public Information:

Key Tasks:

- To post new Town information on the website

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

Committees/Commissions:

Program Tasks:

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

Risk Management:

Key Tasks:

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

BOARD OF SELECTMEN:

Goals:

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

Tasks:

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

Detailed Description:

The Office of the Board of Selectmen and Town Administrator is responsible for the oversight and general direction of the Town's delivery of municipal services, and all matters not otherwise provided for by law or specified in the Town's By-Laws.

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

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

The Board oversees many aspects of town business, including the preparation of the annual budget and the Warrant for Town Meeting, approval of local licenses, making committee appointments, setting town policies and overseeing the management and delivery of municipal services. The Board of Selectmen convene regularly throughout the year, typically biweekly on Monday evenings, to discuss policy issues; to set agendas for itself and the Town Meeting; to resolve disputes; to issue licenses; to establish ad hoc committees; to make appointments to existing boards and committees; and to develop a budget recommendation for Warrant Committee consideration and Town Meeting approval. Although the Town's governing structure is 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 can be translated into operational goals or placed on the legislative warrant for Town Meeting consideration and approval. It is the Board of Selectmen that creates the official Warrant for the Town Meeting.

Many hours of staff and management support are provided to the Board of Selectmen to fulfill the Town's legal duties and to oversee the delivery of town services in the most efficient and effective way possible. The Town Administrator's Office coordinates the following activities under the authority of the Board of Selectmen: processing Town license applications; working with the Chairman of the Board of Selectmen to set the Board's meeting agendas; preparing the "agenda packet" for each member of the Board of Selectmen; compiling

background information for each agenda item to ensure efficient and effective meetings; processing the actions of each Selectmen's meeting; tracking requests from residents for Town information, tracking and processing insurance claims against the Town; preparing all materials for the smooth and efficient flow of the Town Meeting; facilitating the preparation and consolidation of the Town's operating budget; formulating a budget recommendation to the Board for their consideration and approval as the Executive branch of Town government.

VFW LEASE:

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

LEGAL SERVICES:

Goals:

* To defend the Town in legal actions
* To advise Selectmen and other bodies on applicable laws
* To negotiate agreements with private and public parties
* To review contracts, licenses, leases, and RFPs

* To draft and review materials for Town Meeting
* To approve Warrant, Articles and Motions for Town Meeting

Detailed Description:

The Board of Selectmen appoints Town Counsel annually. The Legal Services program budget funds all legal counsel services and legal settlements. The Town also retains the services of labor, cable, land use, and other special counsel. Most recently, special circumstances have warranted the need for special counsel services (e.g., Uplands Development, Highland Cemetery, Minuteman, Building Construction and Legal issues). Despite this, the budget has been held constant and level funded for the past three fiscal years, however

the budget has been increased in FY15 to reflect anticipated cost and service increases.

FISCAL YEAR 2015 GOALS:

* Financial Task Force completes a long-range financial and capital plan in collaboration with the School Department.
* Implement a strategic planning process and coordinate goal-setting sessions with the Board of Selectmen and Department Heads.
* Complete Sale of town-owned land on Woodfall Road.
* Complete the Comcast Franchise License negotiations and award another 10-year contract.
* Complete negotiations with State to finalize conveyance of the Incinerator site to the Town.
* Review Green Communities Application to the State.
* Review a Housing Production Plan.
* Award new restaurant and retail liquor licenses.
* Begin construction of the Belmont Center Project.
* Finalize Parking Management Plan for Belmont Center.
* If approved, construct and open a new Underwood Pool.
* Complete Community Path Process to allow design process to move forward.
* Finalize decisions on Minuteman Vocational School construction project, new district agreement and inter-governmental agreement.
* Investigate Stormwater Enterprise Fund Model.
* Continue to develop and maintain controls on health care costs.
* Investigate, develop and maintain regional opportunities.
* Investigate opportunities for department efficiencies, technology improvements, service enhancements and potential new revenues.
* Continue to improve communications with the public.
* Complete enhancements to the Town's website.
* Revise the Committee/Commission Handbook.
* Continue to make improvements to the Public Budget Document.

TOWN CLERK

OVERVIEW:

FY14 Budget	FY15 Budget	$ Change	% Change	FY15 FTE
$431,075	$395,218	($35,857)	-8.32%	4.50

Program Responsibilities:
The Town Clerk's Office gathers, records and communicates governmental vital information in a timely manner and is the first point of contact for most resident/agency inquiries as well as a point to begin the complaint process. In addition, the Town Clerk's office runs all of the elections, manages the list of voters and residents and supports Town Meeting, Belmont's Legislature.

Divisions/Programs:
The Town Clerk's Office consists of three programs:
- Town Clerk: Responsible for creating, registering and maintaining official Town records, including births, deaths, marriages, businesses, pets, meetings and filings of governmental bodies, and is the point of contact for Town residents, and local, State and federal agencies.
- Elections & Registrations: Responsible for running elections and management of the Town census of voters and residents in compliance with local, State and federal laws and verifying residency for inquiring agencies.
- Legislative: Responsible for the managing Town Meeting through the elected Moderator, submitting votes to the Attorney General, Department of Revenue and other State agencies, maintaining contact information for and official communications to Town Meeting Members

FY14 Accomplishments:
- *Customer Interactions:* Interacted successfully with 18,498 visitors to the Town Clerk's office, per daily door-count data for calendar 2013, many for a fee but most not. Telephone calls and emails are of course not included in this number.

- *Codification of the Town's General Bylaws:* Successful vote by Town Meeting and acceptance by Attorney General of reorganization and recodification of all of the General Bylaws of the Town of Belmont, concluding a two year project.

- *Town Meeting Actions:* Successful acceptance by the Attorney General of nine amendments/additions to the General and Zoning Bylaws, among more than fifty-five articles acted upon by Town Meeting.

- *New Computer Databases and Indices of Town Records:* The Town Clerk staff members have continued to create indices and databases of the Town records, this year including the decisions of the Zoning Board of Appeals and the Planning Board, and residency verifications for school, as well as a GIS-based database for underground fuel tank registrations,. In addition, we have made all local campaign finance reports and individual Town Meeting Member attendance available on the Town website and continue to add to the index of Town Meeting votes we created for FY13.

- *Voter Registration Archive:* In FY14, we finally finished a two year voter registration reorganization project consisting of more than 30,000 voter records, accomplished with the assistance of 24 student volunteers from Belmont High School who performed more than 230 hours of community service labor.

- *Electronic Distribution of Town Meeting Materials:* For Annual Town Meeting in 2013 we began to rely upon the electronic distribution of Town Meeting materials to Town Meeting Members, exercising the Special Legislation and Bylaw amendments passed last year. Of the 294 members, all but ten currently receive documents via email.

- *Trained Election Poll Workers.* A multi-year program to recruit and train election poll workers has reached our final goal of 100 people, allowing us to assign poll workers to precincts for part-day shifts, giving us more flexibility in the event of an emergency cancellation.

- *Special Elections:* December 2013 concluded a series of Special State Elections to fill State and Federal seats. Between September of 2012 and December of 2013, there were seven elections, understandably contributing to voter and staff fatigue.

Budget:

FY15	Salaries	Benefits	Poll Workers	Other	Total
Elections & Registration	$77,670	$18,310	$62,000	$44,145	**$202,125**
Town Clerk	$157,758	$8,297	$0	$13,735	**$179,790**
Legislative	$200	$3	$0	$13,100	**$13,303**
Total	**$235,628**	**$26,610**	**$62,000**	**$70,980**	**$395,218**

The Town Clerk's Office staff consists of four full-time employees (including the elected Town Clerk), the elected Moderator and four part-time Registrars of Voters. In addition per IRS regulation, in FY14 the salaries for the election poll workers were moved to the Personnel/Salary portion of the budget from the Other Expenses category. The Elections & Registration budget, driven by the number of elections has decreased commensurate with the decrease in the number of elections budgeted, from 6 six in FY14 to four in FY15.

Staffing and Structure:

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

FTE - FY15 Budgeted Salary Expense	Elections & Registration	Town Clerk	Legislative	Total
Management	1.00	1.00	0.00	**2.00**
Other	0.40	0.00	0.10	**0.50**
Clerical	0.00	2.00	0.00	**2.00**
Total	**1.40**	**3.00**	**0.10**	**4.50**

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

FTE - FY15 - Allocated Effort	Elections & Registration	Town Clerk	Legislative	Total
Management	0.90	0.90	0.20	**2.00**
Other	0.40	0.00	0.10	**0.50**
Clerical	0.75	1.20	0.05	**2.00**
Total	**2.05**	**2.10**	**0.35**	**4.50**

GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

OVERVIEW:

Program Responsibilities: The Town Clerk' Office has three primary areas of responsibility.

- *Elections & Registration.*   This program assures that all elections comply with Massachusetts Election Laws and Commonwealth of Massachusetts Regulations (CMR) as well as federal election and local election laws; manages the process for MGL-mandated yearly town census and maintains the census and voting information on a daily basis; provides and encourages voter registration and participation in elections, and provides election results in a timely & accurate manner.

- *Town Clerk.*   This program creates, records and maintains Belmont's vital records from 1859 to the present   (births, marriages, deaths) compliant with the Commonwealth's Public Health requirements; licenses pets and businesses; maintains Town Meeting records, board, committee and commission meeting postings, minutes & decisions, assuring compliance with the ever-evolving State Open Meeting Laws and relevant MGL, incorporates and maintains the Town By-Laws and ensures compliance with the Massachusetts Conflict of Interest (Ethics) Laws and Office of Campaign and Political Finance reporting requirements.

- *Legislative.* The Office prepares for and manages Town Meeting to maximize use of time, to comply with all MGL and Acts of 1926 Town Meeting requirements, and to properly record votes and Town Meeting Members' records. Communicates votes to the appropriate State agencies as required by law and serves as the communication agent to and from Belmont's 300 Town Meeting Members throughout the year.

ELECTIONS & REGISTRATION:

Goals:

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

Program Outcomes:

    a.   % Response to yearly Town census (first or second mailing)
    b.   % Census response recorded in State Central Voter Registry 30 days preceding Town election
    c.   % Of qualified and trained poll workers
    d.   % Compliance with legal posting and testing requirements
    e.   % Unofficial town-wide election results are available within 2 hours of close of polls
    f.   % Unofficial town-wide election results are available on the website within 3 hours of close of polls
    g.   % Official certified election results available on the website within 14 days of the election

h.   % Detailed election, voting and absentee information available in media and on website, Town Clerk's office at least 60 days preceding election
i.   % Elections in which absentee ballot applications fulfilled & sent to voter within 4 business days of initial delivery of printed and on-line ballots
j.   % Elections in which absentee ballot applications fulfilled and sent to voter within 24 hours after the initial fulfillment of the absentee backlog
k.   % Elections in which Voter Registration Sessions were held outside routine office hours at Town Clerk's office
l.   % Elections in which Voter registration sessions were held at remote sites or events such as Belmont High School, Meet Belmont, etc.
m.   % Elections in which in-person absentee voting was available at least 10 business days prior to election once the ballots are available.

Detailed Description:

This program/department is responsible for all aspects of voting and running elections, including but not limited to voter registration, census preparation and maintenance, election equipment and ballot testing, staffing eight voting precincts for election day, tallying and posting results for the public, certifying results for the Secretary of State and the Department of Revenue, all conducted in public view. In addition we record and maintain individual voting records for every voter (past and present) in Belmont. Other related activities include distributing and updating the 12, 600 household yearly census forms and compiling the statutorily-required Resident Book. Data is managed utilizing the Commonwealth's Central Voter Registration System, maintained for the State by the Secretary of Commonwealth.

Changes to voter status, registrations, etc. verifying identity may ONLY be accomplished by the original signature of the voter; paper documents continue to serve as legal source documents. In addition, compliance with all current federal, state and local election laws, changes to state or federal laws or regulations occur just before an election, requiring additional training of the Town Clerk's staff and election staff.

Input / Output Measures:

Elections & Registration	Actual	Budget	Estimated	Budget
INPUTS	**FY13**	**FY14**	**FY14**	**FY15**
# of Employees' work dedicated to this program (allocated effort)	1.90	2.05	2.05	2.05
Department Expenditures	$188,667	$237,843	$237,843	$202,125
OUTPUTS				
# Census responses received & processed in Central Voter Registry 30 days preceding Annual April Election	8,214	8,200	7,750	7,800
# of qualified & trained poll workers	94	100	100	100
# Unofficial Town-wide election results available within 2 hours of close of polls	5	5	5	4
# Unofficial town-wide election results on website within 3 hours of close of polls	5	5	5	4
# Absentee Ballots fulfilled	3,984	2,200	998	1,500
# Official Results available on the website within 14 days of election	3	5	3	4
# Elections in which voting & absentee information available 60 days preceding election	5	5	4	4
# Elections in which all absentee ballot applications received were fulfilled and sent to voter within four days of availability of paper and electronic ballots.	5	5	4	4
# Elections in which absentee ballot applications were fulfilled and sent to voter within 24 hours once paper and electronic ballots are available	5	5	4	4
# Voter Registration sessions conducted outside routine office hours at Town Clerk's office	5	5	4	4
# Voter Registration sessions conducted at remote sites such as Belmont High School, Meet Belmont, etc.	4	4	4	4
# Elections in which in-person absentee voting available at Town Clerk's office 10 business days preceding election	5	5	4	4

TOWN CLERK:

Goals:

a. Secure and provide accurate and timely vital records and records of public actions
b. Comply with legal requirements for vital and Town government records
c. Process public requests in a timely, accurate, and accessible manor
d. Provide accurate information in response to residents and connect them with the appropriate parties in town
e. Provide accessible ways for members of the public to request and secure required licenses and certificates

Program Outcomes:

a. % of original vital records accepted by and recorded accurately with the Commonwealth
b. % of public meetings posted to successfully comply with Open Meeting Law on first attempt
c. % of meeting minutes filed with the Town Clerk within 3 months of occurrence – Not yet measured, this is a goal
d. % of Marriage Intentions converted to license on first attempt, without additional follow-up/contact
e. % of "one-touch" vital record certificates
f. % of Public Records Law (MGL Ch 66 Section10) requests completed and returned within the statutory 10 days
g. % of written requests received by mail fulfilled within 24 hours
h. % on-line searchable access to Town Meeting Actions, General and Zoning By-Laws, Acts and Special Legislation accepted by the Town. Town Meeting Actions are currently internal online, public access is a goal.
i. % of inquiries answered by Town Clerk staff
j. % on-line information describing available Town Clerk services
k. % On-line pet licensing & vital records request with electronic pay option
l. % of "one-touch" pet licenses

Detailed Description:

This program/department is responsible for all of Belmont's permanent records back to 1859, including but not limited to vital records (births, deaths and marriages), recording, certifying to State agencies such as the State Legislature, Attorney General Office and Department of Revenue and maintaining Belmont's By-Laws and legislative acts, records of meetings and public actions of all Town Meeting, boards, committees and commissions, residency letters, raffle permits, resident books, annual reports, Zoning Board of Appeals decisions, maintaining and tracking conflict of interest (Ethics) summary receipts and training and Open Meeting Law compliance, political and campaign finance reports, pet licenses, business licenses, registrations and certificates and associated studies. Maintaining and indexing these documents while making them accessible to the public in a safe and secure way is a major responsibility. Lastly, the Town Clerk serves as the central "go to" place for residents and general inquiries from the public. People, who don't know where to turn in the town's structure, call or email the Town Clerk's office first. Many times, we answer the question, other times; we transfer to other departments once we decide who the best match for the inquiry is.

As the official keeper of records for the Town of Belmont, Public Records Requests often arrive at the Town Clerk's office first; these requests are on the rise and often involve significant time and coordination among several departments.

Proper storage, an index and archive activity for these permanent records continues to be a priority for this department. In FY14 we began working with the State Archives for analysis of our vaults.

Input / Output Measures:

Town Clerk	Actual	Budget	Estimated	Budget
INPUTS	**FY13**	**FY14**	**FY14**	**FY15**
# of Employees' work dedicated to this program (allocated effort)	2.50	2.10	2.10	2.10
Department Expenditures	$189,629	$180,032	$180,032	$179,790
OUTPUTS				
# Public meetings posted requiring intervention to comply with Open Meeting Law	24	12	12	12
# Original vital records returned by Commonwealth requiring correction	1	1	1	1
# Marriage Intentions that didn't require additional follow-up contact	100	100	100	100
# "One-touch" vital records certificates issued.	98%	100%	100%	100%
# MGL Public Records Requests completed & returned within the statutory 10 days	16	22	22	22
# Fee-based requests received in person or by mail and fulfilled within 24 hours	5,800	5,000	5,491	5,500
# Pet Licenses Issued	2,386	2,500	2,400	2,500
# Public inquiries (Telephone calls & visitors) answered by Town Clerk staff	n/a	7,500-10,000	22,400	22,500
# Applications for licenses available on line for electronic payment	1	2	1	2

LEGISLATIVE:

Goals:

a. Management of Town Meeting sessions to maximize the use of time
b. Comply with legal requirements for Town Meetings – 100% REQUIRED BY LAW
c. Properly record Town Meeting tenure, attendance and individual voting records to permit public consideration

Program Outcomes:

a. % of presenters who come to Town Meeting with prepared remarks, adhering to allocated time period
b. % timely and accurate pronouncements of Town Meeting actions during the meeting to keep the meeting on track
c. % compliance with legal posting for each session of Town Meeting per town bylaws
d. % compliance providing required information to Town Meeting Members by the 14 days prior to session
e. % certified votes of Town Meeting actions to the Commonwealth Attorney General, or Department of Revenue for approval within the statutory 30 days of last day of Town Meeting.
f. % of on-line update to Town Meeting Member status available within 1 week of status change
g. % of on-line Town Meeting Member individual attendance records available yearly by nomination deadline for April Town Election – Public access to this information is a goal
h. % availability of Town Meeting stenographer official record of Town Meeting minutes and actions

Detailed Description:

This program is responsible for coordinating virtually all aspects of Belmont's Representative Town Meeting, including but not limited to compliance with both the Massachusetts General Laws and Representative Town Meeting Act of 1926 and Belmont's By-Laws, written and verbal communications with Town Meeting Members and the public, moderating and managing the Town Meetings to be respectful of time pressures while securing the necessary results, creating ,storing and indexing the official court stenographer's minutes of the meeting, certifying the votes of Town Meeting for the Town as well as for State Agencies, making the results available and understandable to the general public.

Input / Output Measures:

Legislative	Actual	Budget	Estimated	Budget
	FY13	**FY14**	**FY14**	**FY15**
INPUTS				
# of Employees (allocated effort)	0.44	0.35	0.35	0.35
Department Expenditures	$16,595	$13,200	$13,200	$13,303
OUTPUTS				
# Presenters who do not come to Town Meeting with prepared remarks, or who do not adhere to allocated time period	2	1	1	1

Innovation and Initiatives:

Under the newly approved Special Legislation that allows electronic distribution of warrant materials for Town Meeting, we are routinely utilizing email and the website for 284 of the 294 Town Meeting Members. In instances when more than 30 pages of information are to be distributed, we make a limited number of copies available at the Town Clerk's office, the Police Station and the Library for self-serve pickup, saving copying and postage. Town Meeting Members are very enthusiastic about this advance.

For Annual Town Meeting of 2014, we anticipate the initial use of our electronic voting system at Town Meeting, made possible by a vote of the Annual Town Meeting and generous donations from anonymous Town Meeting Member(s) amounting to more than $23,000.

We have begun work on our CPA-funded $100,000 project to digitize and preserve Belmont's vital records, going out to bid for the project at this writing.

Opportunities:

The Town Clerk's office requires accuracy, knowledge of and rigid compliance with relevant laws and public communications skills. We continue to benefit from the significant private sector experience of our staff to consciously make small, continuous improvements to each of our routine business practices. Concentrated and purposeful focus on customer service continues to be one of our strongest assets; the current staff is an extremely skilled, high-performing team.

During FY15, the Town Clerk's Office will continue to create electronic indices of our records to increase accessibility by our staff and the public in general to allow faster response time on research requests and requirements. We will continue to use the Town Clerk staff expertise to develop and populate the databases.

Our two ongoing projects, the anonymous donor-funded electronic voting at Town Meeting and the CPA-funded digitization/preservation of vital records project will require dedicated staff time and expertise to get them running accurately, efficiently and smoothly.

CHALLENGES:

Every day, the staff of the Town Clerk's office must use our knowledge of the Commonwealth, Town and Federal laws and regulations to make judgments, often involving in-person public requests. Accomplishing the work between interruptions is a challenge we face daily. The numbers are staggering, in calendar 2013, more than 18,500 visitors came through the doors of the Town Clerk's office (as recorded daily by our door counters). In addition, the staff recorded and issued more than two thousand vital records and certificates this year, two thousand four hundred pet licenses, and fulfilled thousands of inquiries by phone and email that have not been fully tabulated.

The Town Clerk's Office revenue for FY13 of $87,000 is earned by our fees, the average of which is $20 (exclusive of the pet licenses); this translates into approximately 5490 paid transactions, up from 4900 and $84,000 in FY13 (exclusive of the pet licenses).

The State Ethics Law continues to be a drain on our personnel, accounting for every employee and volunteer as he/she moves through the compliance process, even with our new database system.

During FY2015, the Commonwealth Department of Public Health will begin utilizing the newest of the Vitals Information Partnership module for deaths, requiring training and attention to become proficient.

We continue to examine and evaluate additional opportunities to make information and applications available on the website and look forward to the implementation of the Frequently Asked Questions on the website.

TREASURER'S OFFICE

OVERVIEW:

FY14 Budget	FY15 Budget	$ Change	% Change	FY15 FTE
$623,793	$631,783	$7,990	1.28%	7.25

Program Responsibilities:

The Treasurer's Department has three primary responsibilities:

- *Treasury Management*: The Treasurer is the cash manager of the town and responsible for the deposit, investment and disbursement of town funds. The Treasurer is authorized by town meeting to issue debt on behalf of the town with the approval of the selectmen. The banking services for the town are selected, procured and managed by the Treasurer. Also 457 town and 403B school deferred compensation plans and payroll are managed by the Treasurer.

- *Collection*: The Department collects Real Estate, Personal Property and Excise Taxes and utility payments.

- *Parking*: The Department processes parking violations, payments, responds to inquiries and arbitrates parking violation request for dismissal.

Staffing:

The Department has 6 full time and 2 part time employees.

Budget:

The FY15 budget will be $631,783 which is allocated 37% Treasury Management, 49% Collection, and 14% Parking.

Program Outcomes/Performance Indicators:

1. Maximize investment income to exceed revenue budget.

2. Increase payroll direct deposit.

3. 100% collections or secured tax lien FY12 by 12/31/13 and FY13 by 12/31/14.

	Issued		Outstanding	
	Actual	**Estimate**		
Outstanding:	**2013**	**2014**	**2012**	**2013**
RE Tax Receivables	8,208	8,250	61	46
PP Tax Receivables	537	543	46	47
Excise Tax Receivables	20,956	21,150	447	635

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

4. Parking ticket 90% collections FY12 by 12/31/13 and FY13 by 12/31/14.

# of Tickets:	2013	2014 Estimate
# Issued:	11,303	11,400
# Open:	2,535	2,550
Percentage:	78%	78%

FY14 ACCOMPLISHMENTS:

PAPERLESS TAX BILLING SOLUTION:

Effective 7/1/2012 an amendment was passed by the Massachusetts House and Senate to the 7/1/2011 optional paperless Real Estate Tax Billing Legislation to include Excise Tax Billing. During FY13 the Treasurer's Department and Billtrust began working on the paperless solution for Excise Tax Billing.

As of 12/1/2013 Belmont was 1 of 17 communities offering the optional paperless solution. The future benefits for a paperless solution should reduce paper cost and postage.

As of 12/1/2013 these are the metrics for Belmont Taxpayers using the on-line features:

	12/1/2012	12/1/2013
Real Estate bills Issued:	8,208	8,253
Personal Property bills Issued:	513	537
Excise Tax bills issued	20,647	20,956
Total:	**29,386**	**29,743**
On-line Billtrust Users	309	2,010
Paperless	19	690
On-Line Billtrust Payment	200	1913
One-Time On-line Payment	63	862

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

COMMUNITY PRESERVATION COMMITTEE:

The Community Preservation Comprehensive Plan was written and approved June 2013. During FY13 reviewed 13 project applications and approved 9 projects for Town Meeting vote on May 5, 2013.

All of the projects were approved for appropriation by Town Meeting totaling $872,000.

In FY14, reviewed 14 project applications and approved seven projects for Town Meeting vote on May 7, 2014.

FY13 ISSUED DEBT:

BMLD Project:	$14 Million (Short-Term)
Water Bond:	$0.5 Million
MWRA Sewer Bond:	$1.6 Million

OPEB FINANCIAL POLICY:

An OPEB Financial Policy was approved by the Board of Selectmen and the Warrant Committee. During FY14, the Town contributed $245,000.

Miscellaneous Accomplishments:

The Town continues to maintain its AAA rating being reaffirmed April 2013. All of the continuing financial/debt disclosures were prepared and filed on time. Working along with Town Accountant received unqualified opinion on our FY13 Town Financial Statements. All FY12 and prior year audit comments were cleaned up. Final audit presentation was made to the Towns Permanent Audit Committee January 8, 2014.

STAFFING & STRUCTURE:

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

Employee:	Position:	Years:
Floyd Carman	Treasurer – Management*	9
Daniel Boccia	Assistant Treasurer	29
Mary Ehler	Payroll Clerk	17
Michael Trainor	Real Estate Clerk, Cashier	6
Richard Arria	Excise Clerk, Parking, Cashier	4
Cindy Papa	AP, Parking, Cashier	4
Iwona Gosz	Admin. Asst., Payroll, Parking, Cashier	8
Kevin Hayes	Part time – Miscellaneous Projects	8

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

I am anticipating two turnovers during CY14 but our cross training will help temper any lost productivity. The office has peak periods at the end of each month for customers paying parking tickets and excise taxes for RMV license or registration renewal. With the entire office cross trained in the cashiers functions all hands are on deck if needed.

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

DEPARTMENT BUDGET BY FUNCTION:

FY15	Treasury Management	Collections	Parking	Total
Salaries	198,789	198,789	34,480	432,058
Benefits	14,554	37,805	4,491	56,850
Other Expenses	18,163	74,712	50,000	142,875
Total	**231,506**	**311,306**	**88,971**	**631,783**

DEPARTMENT STAFFING BY PROGRAM:

	Treasury Management	Collection	Parking	Total
Management	0.75	0.20	0.05	1.00
Other	0.25	0.70	0.05	1.00
Clerical	2.40	2.40	0.45	5.25
Total	**3.40**	**3.30**	**0.55**	**7.25**

GOALS, PROGRAM OUTCOME, DESCRIPTION OF FUNCTION AND INPUT/OUTPUT MEASURES:

TREASURY MANAGEMENT:

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

Program Outcome:

- 25 basis points greater then annual one year CD rate as of 7/1.

Description of Function:

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

Input/Output Measures:

Treasury Management				
	Actual	**Budget**	**Estimated**	**Budget**
INPUTS	**FY 13**	**FY 14**	**FY 14**	**FY 15**
# of Employees	3.40	3.20	3.40	3.40
Department Expenditures	$197,008	$235,374	$228,439	$231,506
OUTPUTS				
# of Payroll Checks	7,816	8,700	7,816	7,816
# of Direct Deposits	34,060	32,700	34,100	34,100
# of Accounts Payable Checks	12,145	12,000	12,100	12,100

Note: 94% of full time stuff on direct deposit.

COLLECTION:

Goals:

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

	Actual	**Actual**	**Estimated**	**Difference**
	FY12	**FY13**	**FY14**	
Real Estate	$69.0M	$71.3M	$73.4M	-100%
Personal Property	$0.6M	$0.6M	$0.6M	-91%
Excise	$2.7M	$2.838M	$2.8M	-99%

Program Outcomes:

- 100% collection and secure tax lien.

Description of Function:

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

Input/Output Measures:

Collection	**Actual**	**Budget**	**Estimated**	**Budget**
	FY 13	**FY 14**	**FY 14**	**FY 15**
INPUTS				
# of Employees	3.30	3.40	3.30	3.30
Department Expenditures	$265,072	$304,239	$307,362	$311,306
OUTPUTS				
# of Real Estate Taxes (Quarterly)	32,833	32,800	33,000	33,200
# of Personal Property Taxes (Quarterly)	2,148	2,210	2,172	2,190
# of Excise Taxes (Annually)	20,956	20,800	21,150	21,200

PARKING:

Goals:

a. Provide timely and accurate data.

b. Maximize parking ticket collections.

Program Outcomes:

Parking Tickets	Issued	Open	%
2014 (Estimated)	11,400	2,550	78
2013	11,303	2,535	78
2012	7,088	954	87

Description of Function:

The Parking Clerk is appointed by the Board of Selectmen. He is responsible for

collecting fines and arbitrating contested parking tickets.

Input/Output Measurers:

Parking	Actual	Budget	Estimated	Budget
	FY 13	**FY 14**	**FY 14**	**FY 15**
INPUTS				
# of Employees	0.60	0.50	0.60	0.60
Department Expenditures	$75,887	$84,180	$87,992	$88,971
OUTPUTS				
# of Parking Tickets Issued	7,513	7,500	11,400	11,400

STRENGTHS:

a. The department provides accurate data, efficient and timely service.

b. Ongoing review of financial institutions the Town does business with. Always focusing on safety and liquidity exposure.

c. All Real Estate Tax Taking procedures including filing a property lien handled by Town Treasurer instead of Town Counsel.

d. The Town Treasurer is the lead contact dealing with rating agencies for all debt issues.

OPPORTUNITIES:

Treasury Management, Collection and Parking are required statutory functions that are necessary overhead to safeguard town cash assets.

Potential:

a. Continued implementation of paperless Excise Tax billings.

b. Review of open tax receivables:

- Real Estate Tax
- Personal Property Tax
- Excise Tax

c. Debt Policy

d. Investigate changing quarterly RE tax billing from four (4) mailings to two (2) mailings.

e. Town policy decision: Should all billings and collections for water, sewer and light be centralized in the Treasurer's Department?

CHALLENGES:

a. Maintain AAA Bond Rating.

b. On-line challenges preventing access to our banking network.

c. A public perception is that the Town issues too many parking tickets to raise revenue instead of enforcement.

d. Our challenge is staying professional and having the customer leave with less anxiety. A bit of small talk, efficient cashier services and being pleasant goes a long way.