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**BOARD OF SELECTMEN**  
SAMI S. BAGHDADY, Chair  
MARK A. PAOLILLO, Vice-Chair  
JAMES R. WILLIAMS, Selectman

**TOWN ADMINISTRATOR**  
DAVID J. KALE

**ASSISTANT TOWN ADMINISTRATOR**  
PHYLLIS L. MARSHALL

May 13, 2015

Dear Town Meeting Members:

Enclosed please find the Warrant for the **Annual Town Meeting** scheduled to resume at 7:00 p.m. on **Monday, June 1, 2015** at the Cheney Middle School Auditorium.

Should the business of the Annual Town Meeting not conclude on June 1<sup>st</sup>, the meeting will be continued to 7:00 p.m. on the following dates, as required:

- June 3<sup>rd</sup>, June 8<sup>th</sup>, June 10<sup>th</sup> at the Cheney Middle School Auditorium

As you will see from the attached materials, the Annual Town Meeting Warrant articles remaining for Segment B are described below.

- Article 1:**       **Reports** - Board of Selectman, Board, Committees and Other Town Officials.
- Article 9:**       **Reconsideration of Article 9**
- Article 10:**     **Salaries of Elected Officials** - This article fulfills the state law requiring Town Meeting to set the compensation level and appropriate funds for FY16.
- Article 11:**     **Enterprise Funds for Water and Sewer and Stormwater Services** - This article seeks to appropriate funds for operations of the Town's water and sewer functions. Enterprise funds are entirely self-supporting from user fees and not property taxes.
- Article 12:**     **FY16 Budget Appropriation** - This article appropriates the FY16 budget beginning July 1, 2015. The Warrant Committee Report contains the budget summary and supporting information.
- Article 13:**     **Transfer Funds to Stabilization Fund** - This article appropriates funds into the General Stabilization Fund from property taxes.
- Article 14:**     **Authorization to Transfer Balances to Fund the FY16 Budget** – This article authorizes the transfer of balances from various sources to fund the General Fund Budget.

- Article 15:** **Authorization for Up-Front Funds for Chapter 90 Highway Improvements** - This article appropriates “up-front” funds that will be reimbursed from state highway aid, referred to as Chapter 90 for use with capital budget funds to fund the Town’s Pavement Management Program and extend the life of the town roadway system.
- Article 16:** **Appropriation of Capital Expenditures** - This article appropriates funds for capital expenditures.
- Article 17:** **Appropriation to Other Post-Employment Benefits (OPEB) Stabilization Fund** - This article appropriates funds to the Other Post-Employment Benefits (“OPEB”) Stabilization Fund for future Town liabilities.
- Article 18:** **Authorization for Revolving Funds** – This article authorizes new revolving funds and re-authorizes existing revolving funds for certain operations of the Town. These funds are allowed to be expended for program expenses in FY16 to the limits established.
- Article 19:** **Establish Capital/Debt Stabilization Fund** – This article authorizes the Town to create a Capital/Debt Stabilization Fund.
- Article 20:** **Amendment to Minuteman Regional Vocational High School Regional Agreement** - This article seeks to make amendments to the Agreement last amended in 1980 and requires approval by all 16 member communities in order to take effect. However, it is recommended that this Article be “passed over”, again.
- Article 21:** **Citizens’ Petition – Written Article Opinions** – This article is submitted in the exact form as provided by the Citizens.
- Article 22:** **Citizens’ Petition – Town Budget Projection Model** - This article is submitted in the exact form as provided by the Citizens.
- Article 23:** **Citizens’ Petition – Quarterly Report of Free Cash Flow** - This article is submitted in the exact form as provided by the Citizens.
- Article 24:** **Citizens’ Petition – Risk Management Function** - This article is submitted in the exact form as provided by the Citizens.

Please be reminded that the Warrant and any additional information can be found in the Town Meeting section of the Town Clerk’s web page at [www.Belmont-ma.gov](http://www.Belmont-ma.gov).

The customary Warrant Discussion Night, co-sponsored by the League of Women Voters and the Warrant Committee is scheduled for Monday, May 18, 2015 at 7:00 pm at the Beech Street Center.

We look forward to a productive Annual Town Meeting, and thank you for your continued involvement and participation in our Town’s legislative process.

Sincerely,

Sami S. Baghdady, Chair  
Mark A. Paolillo, Vice-Chair  
James R. Williams, Selectman

BOARD OF SELECTMEN

**You are invited to attend**  
**Warrant Briefing**

**Monday, May 18<sup>th</sup>, 2015**

**at 7 PM**

**Beech Street Center**  
**266 Beech Street**

**Opportunity to ask questions about**  
**Financial/Budgetary Warrant Articles**

**prior to**

**June 1<sup>st</sup> Annual Town Meeting**

**Town Officials and Department Heads**  
**will be present to provide information**

**Michael Libenson**

**Chair of the Warrant Committee will preside**

**Cosponsored by:**

**the Warrant Committee**

**and the**



**Belmont League of Women Voters®**  
**Education Fund**

## 2015 Annual Town Meeting

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Segment A: Belmont High School 7 pm  
Segment B: Chenery Middle School 7 pm



**TOWN OF BELMONT  
WARRANT FOR 2015 ANNUAL TOWN MEETING  
MAY 4, 2015  
COMMONWEALTH OF MASSACHUSETTS**

Middlesex, ss.

To either of the Constables in said County:

Greetings:

In the name of the Commonwealth of Massachusetts you are required to notify and warn the Inhabitants of the Town of Belmont, qualified as the law requires to vote in elections and Town Affairs, to meet at the Belmont High School Auditorium on **MONDAY, MAY 4, 2015, at 7:00 P.M.**, and to notify and warn the Town Meeting Members to meet and act at said time and place on the following Articles, viz:

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**ARTICLE 1:**

**REPORTS**

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

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

Majority vote required for passage.

Yes \_\_\_ No \_\_\_

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**ARTICLE 2:**

**AUTHORIZATION TO REPRESENT THE TOWN'S LEGAL INTERESTS**

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

*This article is traditional and authorizes the Board of Selectmen to represent the Town's legal interests. This authority is clearly identified in the Massachusetts General Laws and the General Bylaws of the Town of Belmont.*

Majority vote required for passage.

Yes \_\_\_ No \_\_\_

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**ARTICLE 3:**

**AMEND GENERAL BYLAWS FOR "STORMWATER MANGEMENT AND EROSION CONTROL" §60-325**

To see if the Town will vote to amend Section 60-325 of the Town of Belmont General Bylaws ("Stormwater management and erosion control") as follows, or take any other action relative thereto:

- 1. By renumbering Paragraph C(3) as C(4), and inserting a new Paragraph C(3) as follows:

(3) The Conservation Commission is hereby authorized, in conjunction with its administration of the Wetlands Protection Act, to impose such conditions regarding stormwater management and erosion control as are necessary to meet the design standards established by the Board of Selectmen pursuant to this Section, to the extent that those design standards are more stringent than required under the Wetlands Protection Act.

- 2. By striking, from Subparagraph F(2)(d), the initial phrase "Stormwater discharges that are authorized by" and replacing it with "Alterations for which all stormwater management has been reviewed and approved as part of," so that the Subparagraph reads:

(d) Alterations for which all stormwater management has been reviewed and approved as part of an order of conditions issued by the Conservation Commission;

and

- 3. By inserting, at the end of Subparagraph F(4)(a), the following additional sentence:

The Board of Selectmen is hereby authorized to require, by regulation, that the design storms specified in the Stormwater Management Standards be determined using (1) the relevant rainfall distribution from a data set compiled by the Northeast Regional Climate Center, or (2) the relevant rainfall distribution from a data set adopted by a United States federal agency or a Massachusetts state agency.

*This article seeks to amend the General Bylaw to allow uniform application of the most recent rainfall data published by the Northeast Regional Climate Center to the design of Stormwater management systems throughout the Town of Belmont.*

**Submitted by Board of Selectmen**

The Bylaw Review Committee will report on this Article.

Majority vote required for passage.

Yes \_\_\_ No \_\_\_

**ARTICLE 4:**

**AMEND GENERAL BYLAWS; AUTHORITY FOR TOWN CLERK TO ASSIGN APPROPRIATE ALPHANUMERIC REFERENCES**

To see if the Town will vote to amend the General Bylaws of the Town of Belmont by inserting the following section 10-115 (E).

The General Bylaws may be adopted, repealed, or amended at any Town Meeting in accordance with law. At the direction of the Bylaw Review Committee, the Town Clerk shall assign appropriate alphanumeric references to chapters, articles, sections, subsections, paragraphs, and subparagraphs of the General Bylaws and, in each case, the assignment of references shall be identified by a footnote or other convention.

or in any way act thereon.

**Submitted by the Bylaw Review Committee**

*This article seeks to allow the Town Clerk, in consultation with Bylaw Review Committee, to renumber the General Bylaws.*

The Bylaw Review Committee will report on this Article.

Majority vote required for passage.

Yes \_\_\_ No \_\_\_

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**ARTICLE 5: AMEND GENERAL BYLAWS TO CORRECT TYPOGRAPHICAL CLERICAL ERRORS**

To see if the Town will vote to amend the General Bylaws as follows:

- (1) By striking the word "its" from Paragraph D(4) of Section 60-200 and inserting, in place thereof, the word "their," so that the Paragraph, as amended, will read as follows:

Paragraphs (1), (2) and (3) of this Subsection shall not apply to a dog accompanying any person who, by reason of a handicap, is physically unable to comply with their requirements.

- (2) By inserting the word "Act" after "Disabilities" in the first sentence of Subsection I of Section 60-200, so that the sentence, as amended, will read as follows:

Except as the Board of Health may otherwise permit, no dogs, except those dogs that serve as service animals as defined by regulations issued pursuant to the Americans with Disabilities Act, 28 CFR 35.104, will be allowed in the following areas of the Town: all cemetery land, all public school playgrounds and athletic fields and all Recreation Department playgrounds and athletic fields.

- (3) By striking the word "abutter" from the first sentence of Paragraph C(3) of Section 60-205 and inserting, in place thereof, the word "abutters," so that the sentence, as amended, will read as follows:

The Town Clerk shall review the completed application, all comments received within 14 days of the notice to abutters given pursuant to Paragraph (2), and the kennel inspector's report.

and

- (4) By striking the word "of" from Subparagraph C(4)(g) of Section 60-1000 and inserting, in place thereof, the word "or," so that the Subparagraph, as amended, will read as follows:

Creation or construction of any temporary or other structure;

or in any way act thereon.

**Submitted by the Bylaw Review Committee**

*This article seeks to correct typographical clerical errors in the General Bylaws.*

The Bylaw Review Committee will report on this Article.

Majority vote required for passage.

Yes \_\_\_ No \_\_\_

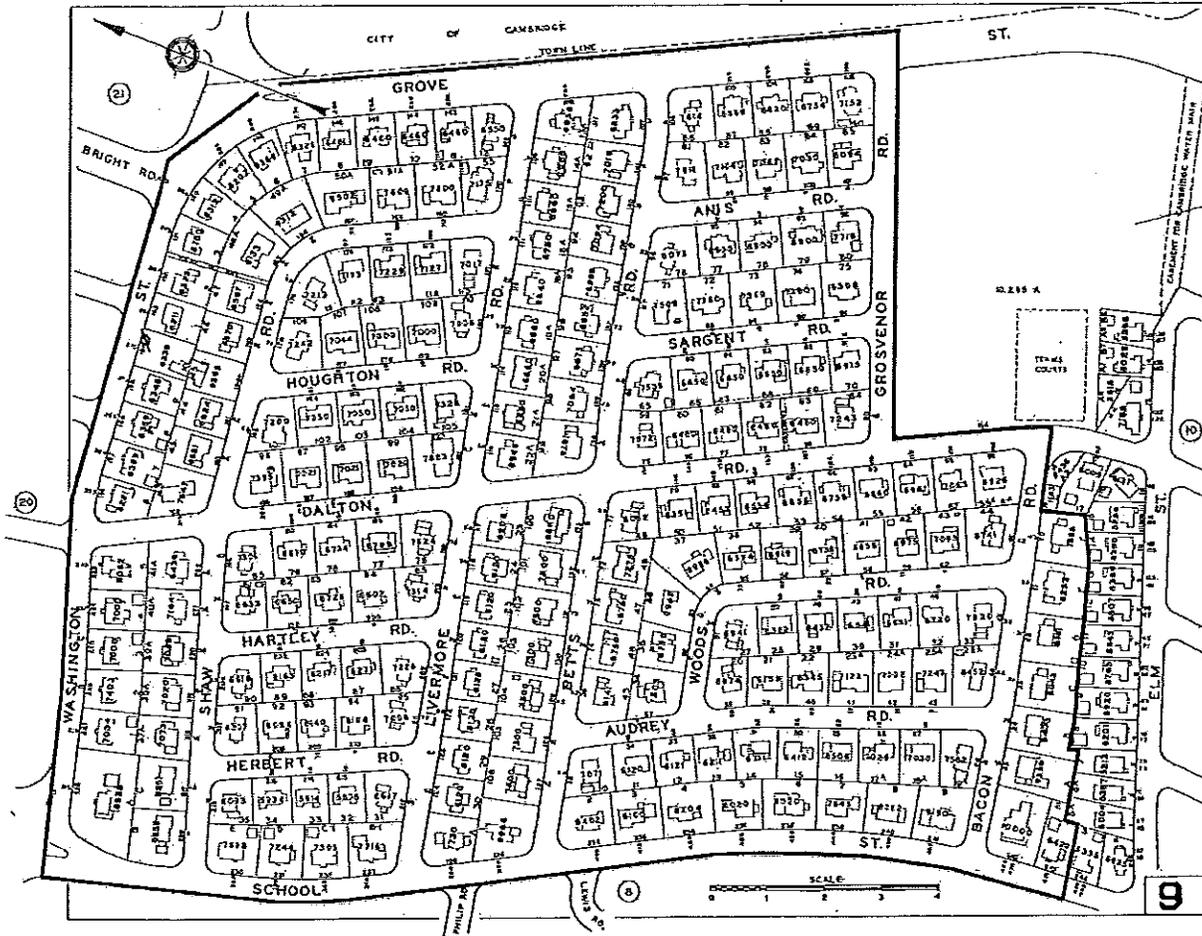
**ARTICLE 6: CITIZENS' PETITION – ONE YEAR MORATORIUM IN A PORTION OF THE SINGLE RESIDENCE C ZONING DISTRICT ON THE CONSTRUCTION OF OVERSIZED SINGLE-FAMILY DWELLING UNITS**

**Petition for a One Year Moratorium in a Portion of the Single Residence C Zoning District on the Construction of Oversized Single-Family Dwelling Units**

To see if the Town will vote to institute a one (1) year moratorium on the teardown and replacement of any existing detached single-family dwelling unit with any structure that exceeds a total height of thirty-two (32) feet, as measured from the average grade to the highest point of the roof (ridge), while the Town engages in planning studies to address the effects of such demolition and construction and recommends long-term regulations consistent with sound fire safety and land use planning goals and objectives.

The area to be covered under the moratorium includes parcels 20-161, 163-188, and 190-243 on the Town of Belmont Tax Assessor's Map 9 (shown below) and is bounded by:

- Grove Street between Washington Street and Grosvenor Road;
- Grosvenor Road, Dalton Road between Grosvenor and Bacon Roads, and both sides of Bacon Road (Nos. 10 - 43);
- East side of School Street from No. 476 south of Bacon Road and Washington Street; and
- South side of Washington Street between School and Grove Streets.



or in any way act thereon.

Submitted by 'Citizens for Responsible Zoning' (Stephen Pinkerton, Margaret Callanan, Richard Candee, Carol Moyles, Chris Moyles)

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

The Planning Board and Warrant Committee will report on this Article.

Two-thirds vote required for passage.

Yes \_\_\_ No \_\_\_

**ARTICLE 7: AMEND ZONING BYLAW: AMEND GENERAL RESIDENCE ZONING DISTRICTS ZONING BY-LAW FOR SINGLE DWELLINGS AS AN ALTERNATIVE TO A TWO-FAMILY DWELLING**

To see if the Town will vote to amend the Town of Belmont Zoning By-Law as follows:

Insert a new Section 6D.7. 'Single-Family Dwellings as an Alternative to a Two-Family Dwelling', after Section 6D.6, 'Special Permit Standards', and renumber the remaining Sections accordingly.

## 6D.7 Single-Family Dwellings as an Alternative to a Two-Family Dwelling

In order to achieve the purposes of the General Residence Zoning Districts Zoning By-Law [amended April 2014] of controlling density and preserving the character of the associated neighborhoods, as an alternative to the construction of a two-family dwelling on a lot that is equal to or greater than 8,000 square feet and that has lot frontage equal to or greater than 90 feet, the Planning Board may grant a Special Permit for the construction of two single-family dwellings.

### 6D.7.1 Standards for Single-Family Dwelling Alternative

Notwithstanding the 'Dimensional Regulations' contained within Section 4.2 of this Zoning By-Law, each of the lots and the proposed dwellings shall meet the following standards:

1. Each lot:
  - a. Shall be at least 4,000 square feet and have at least 45 feet of lot frontage; and
  - b. Comply with Sections 4.3.1, 'Lot Width', and 4.3.10, 'Lot Shape', of this Zoning By-Law.
2. Each dwelling:
  - a. The lot coverage shall not exceed 25%;
  - b. The open space shall not be less than 45%;
  - c. The length of the dwelling shall not exceed its width multiplied by 1.6;
  - d. The height shall not exceed 32 feet; and,
  - e. Each dwelling shall comply with the 'Performance Standards' listed in Section 6D.4.

### 6D.7.2 Factors to Consider

In granting a Special Permit to allow two single-family dwellings instead of a two-family dwelling, in addition to the applicable 'Special Permit Criteria' set forth in Section 7.4.3 of this Zoning By-Law, the Planning Board shall make the following findings:

1. The lot sizes and frontages of each lot on which the single-family dwellings will be constructed are comparable to those in the surrounding neighborhood;
2. The open space between and surrounding the dwellings is maximized;
3. Each dwelling is compatible with the surrounding neighborhood;
4. Each dwelling complies with the standards listed in Section 6D.7.1, 'Standards for Single-Family Dwelling Alternative'; and,
5. This development (the lots and proposed dwellings) shall meet the 'Special Permit Standards' outlined in Section 6D.6.

### 6D.7.3 Conditions of Approval

In addition to the conditions that the Board may impose in granting a Special Permit under Section 6D.8, Conditions of Approval, the Planning Board shall impose additional conditions and safeguards

that it determines to be appropriate to assure compliance with the standards set forth in Section 6D.7.1, including, but not limited to conditions:

1. Prohibiting the further division or reduction in size of the lots that the single-family dwellings will be constructed on;
2. Prohibiting the further enlargement of the single-family dwelling beyond the standards established in this Section;
3. Prohibiting lot coverage of more than 25%; and,
4. Maintaining open space of at least 45%.

*This amendment allows the option of two single-family dwelling units instead of one two-family dwelling unit provided that certain thresholds are met. The amendment aids in controlling density and preserving the character of the surrounding neighborhoods by including limitations on the size of the single-family dwelling units.*

**Submitted by the Planning Board**

The Planning Board and Warrant Committee will report on this Article.

**Two-thirds vote required for passage.**

Yes \_\_\_ No \_\_\_

**ARTICLE 8: FY16 COMMUNITY PRESERVATION COMMITTEE BUDGET & PROJECTS**

To see if the Town will vote to hear and act on the report of the Community Preservation Committee on the FY2016 Community Preservation budget and, pursuant to the recommendations of the Community Preservation Committee, to appropriate from the Community Preservation Fund, or to reserve amounts in the Community Preservation Fund for future appropriations, for the administrative expenses of the Community Preservation Committee for FY2016; for the acquisition, creation and preservation of open space - including land for recreational use; for the acquisition, preservation, rehabilitation and restoration of historic resources; and for the creation, preservation and support of community housing; Or act in any other manner in relation thereto.

Amount	Project Name	Category	Funding Source
\$60,000.00	Belmont Veterans Memorial Project	Historic Preservation	Unallocated Account
\$522,500.00	Electrical Upgrade Project	Community Housing	Community Housing Account / Unallocated Account
\$17,923.24	Digitization of Belmont Newspapers (1890-1923)	Historic Preservation	Unallocated Account
\$100,000.00	1853 Homer House Rehabilitation and Restoration	Historic Preservation	Historic Preservation Account

\$295,000.00	Pequossette Tennis Courts Rehabilitation and Restoration	Recreational Land	Open Space/ Recreation Account/Unallocated Account
\$26,300.00	Wellington Station Exterior Restoration and Rehabilitation	Historic Preservation	Historic Preservation Account / Unallocated Account

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

or in any way act thereon.

**Submitted by the Community Preservation Committee**

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

Majority vote required for passage. Yes\_\_\_ No\_\_\_

**ARTICLE 9: CITIZENS' PETITION – NON-BINDING RESOLUTION: SOLAR POLICY**

To see if the Town will vote to adopt the following non-binding resolution:

Shall Belmont's state representative and state senator be instructed to vote in favor of legislation requiring its municipal electric utility, Belmont Light: (1) to adopt the same net metering rates and policies that are applicable to investor-owned electric utilities in the state, and (2) to adopt rates and policies that do not discriminate against, or imposed other financial or technical impediments upon customers who seek to generate their own electricity from solar power?

**Submitted by Anthony Alcorn**

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

The Warrant Committee will report on this Article.

Majority vote required for passage. Yes\_\_\_ No\_\_\_

**ARTICLE 10: SALARIES OF ELECTED OFFICIALS**

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

Elected Officials of the Town	Salary
Town Moderator	\$200
Chair of the Board of Selectmen	\$5,000

Selectmen (2)	\$4,500	(each)
Town Clerk	\$88,016	
Town Treasurer	\$97,494	
Chair of the Board of Assessors	\$3,030	
Assessors (2)	\$2,200	(each)

*This is a standard article that fulfills that state law requiring Town Meeting to set the compensation levels and to appropriate the funds necessary for FY16. Please note that Town Meeting establishes and appropriates the compensation of other municipal employees under Article 12.*

The Warrant Committee will report on this Article.

**Majority vote required for passage.** Yes \_\_\_ No \_\_\_

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**ARTICLE 11: ENTERPRISE FUNDS FOR WATER AND SEWER AND STORMWATER SERVICES**

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

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

The Warrant Committee will report on this Article.

**Majority vote required for passage (two-thirds if borrowing).** Yes \_\_\_ No \_\_\_

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**ARTICLE 12: FY16 BUDGET APPROPRIATION**

To determine what sums of money shall be granted to pay Town expenses for the fiscal year beginning July 1, 2015 and to make the necessary appropriations for the same for the support of schools and for other Town purposes; to determine how the same shall be raised, or in any way act thereon.

*This is a standard article that appropriates the Town's FY16 budget, commencing on July 1. The budget consists of several categories of expenditures, each require a separate vote of Town Meeting. Due to uncertainty regarding the amount of state aid, the budget will be heard at the June sessions of Town Meeting. The Warrant Committee Report contains the budget summary and supporting information and will be distributed to Town Meeting Members in advance of the sessions.*

The Warrant Committee will report on this Article.

**Majority vote required for passage.** Yes \_\_\_ No \_\_\_

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**ARTICLE 13: TRANSFER FUNDS TO STABILIZATION FUND**

To see if the Town will vote to raise and appropriate, or transfer from unappropriated available funds in the Treasury a sum of money to the stabilization fund.

*This is a standard article that seeks the transfer of funds to a general stabilization fund to achieve the Town's financial plan for FY16.*

The Warrant Committee will report on this Article.

Two-thirds vote required for passage. Yes \_\_\_ No \_\_\_

**ARTICLE 14: AUTHORIZATION TO TRANSFER BALANCES TO FUND THE FY16 BUDGET**

To see if the Town will authorize the transfer of certain balances on the Treasurer's books and Accountant's books, or in any way act thereon.

*This is a standard article that authorizes the transfer of balances from various sources necessary to achieve the Town's financial plan for FY16 (the General Fund Budget).*

The Warrant Committee will report on this Article.

Majority vote required for passage. Yes \_\_\_ No \_\_\_

**ARTICLE 15: AUTHORIZATION FOR UP-FRONT FUNDS FOR CHAPTER 90 HIGHWAY IMPROVEMENTS**

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

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

The Warrant Committee and Capital Budget Committee will report on this Article.

Majority vote required for passage. Yes \_\_\_ No \_\_\_

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**ARTICLE 16: APPROPRIATION OF CAPITAL EXPENDITURES**

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

*This is a standard article to appropriate funds for capital expenditures. While the article is general as to the categories of capital expenditures, the motion will be explicit. The recommendations of the Capital Budget Committee for FY16 capital expenditures will be distributed to Town Meeting Members prior to the June session of Town Meeting.*

The Warrant Committee and Capital Budget Committee will report on this Article.

Majority vote required for passage (two-thirds if borrowing). Yes \_\_\_ No \_\_\_

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**ARTICLE 17: APPROPRIATION OF OTHER POST EMPLOYMENT BENEFITS (OPEB) STABILIZATION FUND**

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

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

The Warrant Committee will report on this Article.

Two-thirds vote required for passage. Yes \_\_\_ No \_\_\_

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**ARTICLE 18: AUTHORIZATION FOR REVOLVING FUNDS**

To see if the Town will vote, pursuant to Chapter 44, Section 53E½, of the General Laws, to establish new revolving funds; to reauthorize revolving funds established under various previous votes of the Town by various Town Departments, to hear or receive a report concerning the receipts and expenditures of same or to amend the votes under any previously adopted revolving funds, to appropriate a sum of money to fund same, to determine how the money shall be raised or expended; or in any way act thereon.

*This is a standard article that seeks authorization to establish new revolving funds, and to re-authorize existing revolving funds, for certain operations of the Town. These funds allow the expenditure of user fee, receipts for program expenses without further Town Meeting appropriation. However, Town Meeting must annually renew these funds.*

The Warrant Committee will report on this Article.

Majority vote required for passage.

Yes \_\_\_\_\_ No \_\_\_\_\_

**ARTICLE 19: ESTABLISH CAPITAL / DEBT STABILIZATION FUND**

To See if the Town will vote to create and appropriate money, or transfer from available funds, to a Stabilization Fund in accordance with Section 5B of Chapter 40 of the Massachusetts General Laws for the purpose of Capital / Debt Stabilization Fund; to determine whether the money shall be provided by the tax levy, by transfer from available funds, or by any combination of these methods; or to take any other action in relation thereto.

The Warrant Committee and Capital Budget Committee will report on this Article.

Two-thirds vote required for passage.

Yes \_\_\_\_\_ No \_\_\_\_\_

**ARTICLE 20: AMENDMENT TO MINUTEMAN REGIONAL VOCATIONAL HIGH SCHOOL REGIONAL AGREEMENT**

To see if the Town will vote, consistent with Section VII of the existing "Agreement With Respect to the Establishment of a Technical and Vocational Regional School District" for the Minuteman Regional Vocational School District, to accept the amendments to said Agreement which have been initiated and approved by a vote of the Regional School Committee on March 11, 2014 and which have been submitted as restated "Regional Agreement" bearing the date of March 11, 2014 to the Board of Selectmen of each member town prior to its vote on this article, or in any way act thereon.

**Submitted by the Minuteman Regional School Committee**

*This article seeks to make amendments to the Minutemen Regional Vocational High School Agreement. The Agreement was last amended in 1980. These amendments require passage by all member communities (16 total) in order to take effect.*

*Summary of Proposed Amendments:*

- *Uses a four-year rolling average where student enrollment is a factor in determining the annual operating and capital assessment in place of the single year figure;*
- *Introduces a weighted voting methodology for most School Committee actions;*
- *Authorizes the Regional School Committee to negotiate terms of the capital assessment for new member communities;*
- *Establishes a revised procedure for withdrawing from the District;*
- *Revises the formula by which annual capital costs are assessed; and*
- *Changes the method for authorizing debt, which would allow a community not supporting the debt to withdraw from the District.*

Belmont's Regional School Committee Representative and the Warrant Committee will report on this Article.

Majority vote required for passage.

Yes \_\_\_\_\_ No \_\_\_\_\_

**ARTICLE 21: CITIZENS' PETITION: WRITTEN ARTICLE OPINIONS**

To see if the Town will vote to adopt the following resolution:

Shall Belmont's Board of Selectmen, Warrant Committee, and Capital Budget Committee be instructed to distribute to Town Meeting Members at least one day in advance of any scheduled Town Meeting a written summary of the rationale behind their opinions on articles presented for Town Meeting Approval.

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

**Submitted by James Williams**

The Warrant Committee and Capital Budget Committee will report on this Article.

**Majority vote required for passage.** Yes  No

**ARTICLE 22: CITIZENS' PETITION: TOWN BUDGET PROJECTION MODEL**

To see if the Town will vote to adopt the following resolution:

Shall Belmont's Town Administrator be instructed to maintain a 30 year Steady State Projection Model of the Town's financial budget reporting three previous years, five estimated years going forward, and steady set projections for the next twenty two years based on the current five year estimates, historical trends and known revenues and expenditures.

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

**Submitted by James Williams**

The Warrant Committee and Capital Budget Committee will report on this Article.

**Majority vote required for passage.** Yes  No

**ARTICLE 23: CITIZENS' PETITION: QUARTERLY REPORT OF FREE CASH FLOW ACCOUNT**

To see if the Town will vote to adopt the following resolution:

Shall Belmont's Town Administrator be instructed to distribute to Town Meeting Members a Quarterly report of the Town's Free Cash Flow account including amounts received and amounts disbursed since the last report and the source and uses of the funds received and disbursed. The report shall include the previous four years activity and a current year actual YTD and Full year projection.

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

**Submitted by James Williams**

The Warrant Committee will report on this Article.

**Majority vote required for passage.** Yes  No

---

**ARTICLE 24:**

**CITIZENS' PETITION: RISK MANAGEMENT FUNCTION**

To see if the Town will vote to adopt the following resolution:

Shall Belmont's Town Administrator be instructed to establish and maintain a Risk Management Function that will report both short and long term risks identified by the function to be extant in the operations of the Town's government activities. The initial report will be organized by Town Department and will report identified risks with probability estimates of event occurrence and estimates of costs including opportunity costs.

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

**Submitted by James Williams**

The Warrant Committee Capital Budget Committee will report on this Article.

**Majority vote required for passage.**

Yes \_\_\_ No \_\_\_

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Given under our hands this 8th day of April, 2015.

**BELMONT - BOARD OF SELECTMEN**

Sami S. Baghdady, Chair

Mark A. Paolillo, Vice Chair

James R. Williams

A True Copy, Attest  
*Ellen O'Brien Ashma*  
Town Clerk of Belmont, MA



**MOTIONS**  
**2015 ANNUAL TOWN MEETING**  
**(BUDGETARY/FINANCIAL ARTICLES)**  
June 1, 2015  
**Draft as of May 7, 2015**

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**PRELIMINARY MOTION**

**ORDER OF THE ARTICLES**

**MOVED:** That the Town Meeting hear the motions in the following order:  
1,10,12,13,17,14,18,16,11,15,19,20,9 Reconsideration,21,22,23,24

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**ARTICLE 1:**

**REPORTS**

**MOVED:** That Article 1 be taken from the table.

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

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**ARTICLE 9:**

**RECONSIDERATION OF ARTICLE 9**

**MOVED:** That the vote to indefinitely postpone action on Article 9 be reconsidered.

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**ARTICLE 10:**

**SALARIES OF ELECTED OFFICIALS**

**MOVED:** That there be paid to the elected officers of the Town as salaries for the fiscal year commencing July 1, 2015 the amount set forth opposite the name of each officer as listed below:

Town Moderator	\$	200	
Chairman of the Board of Selectmen	\$	5,000	
Selectman (2)	\$	4,500	(each)
Town Clerk	\$	88,016	
Town Treasurer	\$	97,494	
Chairman of the Board of Assessors	\$	3,030	
Assessor (2)	\$	2,200	(each)

*(Majority)*

**Reporting:** The Warrant Committee will report on this article.

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**ARTICLE 11:**

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

**MOVED:** A) That **\$6,286,246** be appropriated from the account classified as “Water Enterprise Fund” pursuant to Chapter 44, Section 53F½ of the General Laws for water service; said sum to be expended under the direction of the Board of Selectmen and said appropriation to be funded by a transfer of **\$528,000** from Water Retained Earnings and **\$5,758,246** from Water Revenues. (*Majority*)

**MOVED:** B) That **\$8,308,632** be appropriated from the account classified as “Sewer and Stormwater Enterprise Fund” pursuant to Chapter 44, Section 53F½ of the General Laws for sewer and stormwater services; said sum to be expended under the direction of the Board of Selectmen and said appropriation to be funded by a transfer of **\$275,000** from Sewer Retained Earnings and **\$8,033,632** from Sewer and Stormwater Revenues. (*Majority*)

Reporting: The Warrant Committee and Capital Budget Committee will report on this article.

---

**ARTICLE 12:**

**FISCAL YEAR 2016 BUDGET APPROPRIATION**

**MOVED:** A) That under General Government, **\$4,434,566** be raised and appropriated. (*Majority*)

**MOVED:** B) That under Employee Benefits, **\$6,502,635** be raised and appropriated for Retirement expenses. (*Majority*)

**MOVED:** C) That under Employee Benefits, **\$2,777,375** be raised and appropriated for Other Reserves, including Health Insurance, Insurance and Salary Reserve. (*Majority*)

**MOVED:** D) That under Public Safety **\$12,817,290** be raised and appropriated. (*Majority*)

**MOVED:** E) That under Belmont Public Schools **\$49,660,070** be raised and appropriated. (*Majority*)

**MOVED:** F) That under Minuteman Regional School **\$831,525** be raised and appropriated. (*Majority*)

**MOVED:** G) That under Public Services **\$9,896,229** be raised and appropriated. (*Majority*)

**MOVED:** H) That under Human Services, **\$3,072,192** be raised and appropriated. (*Majority*)

**MOVED:** I) That under Debt and Interest on Debt **\$4,400,919** be raised and appropriated. (*Majority*)

Reporting: The Warrant Committee will report on this article.

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**ARTICLE 13:**

**TRANSFER FUNDS TO STABILIZATION FUND**

**MOVED:** That the Town raise and appropriate to the General Stabilization Fund the sum of **\$1,674,069**. (*Two-Thirds*)

Reporting: The Warrant Committee will report.

---

**ARTICLE 14:****AUTHORIZATION TO TRANSFER BALANCES**

**MOVED:** That **\$3,297,325** be transferred from the following available funds to meet a portion of the FY2016 operating budget expenses in such sums as listed below:

- a) **\$235,000** from fund balance in Abatement and Exemption Surplus Account
- b) **\$650,000** from Belmont Municipal Light Department to offset the tax rate
- c) **\$1,750,000** from Unreserved Fund Balance
- d) **\$90,000** from Parking Meters Receipts
- e) **\$163,000** from Water Revenue for indirect costs
- f) **\$130,000** from Sewer Revenue for indirect costs
- g) **\$125,000** from Capital Endowment Fund for various capital expenditures
- h) **\$154,325** from Capital Projects Fund for various capital expenditures

*(Majority)*

**MOVED:** That the entire revenue derived from the sale of electricity to private customers, municipal departments, including the cost of street lighting and from jobbing during the twelve months beginning January 1, 2015, be allocated and appropriated for the operating expenses of the Municipal Light Department including out-of-state travel, all said appropriations and payments to be expended under the direction of the Municipal Light Board and that the Town Accountant is hereby authorized to make such transfers on the books of the Town. *(Majority)*

Reporting: The Warrant Committee and Capital Budget Committee will report on this article.

---

**ARTICLE 15:****AUTHORIZATION FOR "UP FRONT" FUNDS FOR  
CHAPTER 90 HIGHWAY IMPROVEMENTS**

**MOVED:** That the Town be authorized to construct, reconstruct, resurface or repair all or portions of various Town Ways and to authorize the expenditure of \$801,398 as may be received from the Commonwealth of Massachusetts through the Massachusetts Department of Transportation for the fiscal year commencing July 1, 2015 and expended under the provisions of Chapter 90 of the Massachusetts General Laws. *(Majority)*

Reporting: The Warrant Committee and Capital Budget Committee will report on this article.

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**ARTICLE 16:****APPROPRIATION OF CAPITAL EXPENDITURES**

**MOVED:** A) That **\$1,818,365** be appropriated for the purchase of Public Safety Equipment, Site Improvements, Public Works Equipment, Equipment for Town Facilities, and consulting services in connection therewith, to construct public ways, and for Building and Facility and Public Works Construction; and for Major Maintenance and Alterations (including design work) as follows, said sum to be raised by general tax and expended under the direction of the Board of Selectmen. *(Majority)*

	<b><u>FY16</u></b>
<b>DEPARTMENT OF PUBLIC WORKS</b>	
1. Sidewalk Snow Blower	\$ 90,700
2. Sidewalk Maintenance	\$ 200,000
3. Pick-up Truck Replacement	\$ 39,250
4. Turf Field Utility Tractor	\$ 25,985
5. Resurface Basketball Courts (Pequossette)	\$ 25,000
6. Recreation - 15 Passenger Van Replacement	\$ 32,450
<b>Subtotal</b>	<b>\$ 413,385</b>
<b>POLICE DEPARTMENT</b>	
1. Replace Portable Radios	\$ 123,415
<b>Subtotal</b>	<b>\$ 123,415</b>
<b>LIBRARY</b>	
1. Storage Shed for Gas-Powered Equipment	\$ 10,000
2. Feasibility Study	\$ 45,000
<b>Subtotal</b>	<b>\$ 55,000</b>
<b>FIRE DEPARTMENT</b>	
1. Public Safety Equipment Lease Payment (Year 4)	\$ 120,000
2. Ambulance Replacement (Year 3)	\$ 50,000
3. Cardiac Monitor Replacement (Year 3)	\$ 7,000
<b>Subtotal</b>	<b>\$ 177,000</b>
<b>FACILITIES DEPARTMENT</b>	
1. Town/School Security Upgrades Design (Year 2 of 5 multi-year security upgrades)	\$ 100,000
2. Belmont High School (BHS) Fire Alarm System Replacement	\$ 120,000
3. Town Hall - Fire Alarm System Replacement	\$ 40,000
4. BHS Basketball Court Floor Replacement	\$ 100,000
5. Butler School System Wide Building Envelope	\$ 150,505
6. Butler School Boiler Replacement	\$ 62,500
7. Butler School Fire Alarm System Replacement	\$ 143,250
8. Burbank School Boiler Replacement	\$ 150,310
<b>Subtotal</b>	<b>\$ 866,565</b>
<b>COMMUNITY DEVELOPMENT</b>	
1. Burbank School Curbing-Sidewalks	\$ 35,000
2. Traffic Speed Mitigation-Raised Intersection (Lexington Street and Sycamore Street)	\$ 48,000
3. Community Path Feasibility Study	\$ 100,000
<b>Subtotal</b>	<b>\$ 183,000</b>
<b>GRAND TOTAL</b>	<b>\$ 1,818,365</b>

**MOVED:** B) That \$1,086,350 be appropriated for the purchase of materials and installation of radio transmission equipment, Joint Public Safety Communications Center equipment and portable radios and to meet this appropriation the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow and issue bonds and to take any other action necessary and incidental thereto.

*(Two-Thirds)*

**MOVED:** C) That \$1,055,000 be appropriated for the design and purchase of equipment, materials and installation of a replacement fire alarm system at Belmont High School and to meet this appropriation the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow and issue bonds and to take any other action necessary and incidental thereto.

*(Two-Thirds)*

**MOVED:** D) That \$1,549,000 be appropriated for road paving projects, said sum to be raised and expended under the direction of the Board of Selectmen. *(Majority)*

Reporting: The Warrant Committee and Capital Budget Committee will report on each of the motions.

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**ARTICLE 17: OTHER POST EMPLOYMENT BENEFITS (OPEB) STABILIZATION FUND**

**MOVED:** That the Town appropriate the sum of **\$366,738** to the Other Post Employee Benefits ("OPEB") Stabilization Fund for the purpose of funding Other Post Employment Benefits and that the money shall be provided by transfer from available funds, by transfer from the departmental Enterprise Funds, as follows:

Free Cash	91.3%	\$334,832
Light Enterprise Account	4.5	16,503
Sewer Enterprise Account	2.0	7,335
Water Enterprise Account	<u>2.2</u>	<u>8,068</u>
<b>Total</b>	100%	\$366,738

*(Two-Thirds)*

Reporting: The Warrant Committee will report.

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**ARTICLE 18: AUTHORIZATION FOR REVOLVING FUNDS**

**MOVED:** That the Town authorize or reauthorize revolving accounts for Fiscal Year 2016 pursuant to Chapter 44, Section 53E½ of the General Laws as printed in Article 18 of the Warrant for this Annual Town Meeting. *(Majority)*

<b>Revolving Account</b>	<b>Spending Authority</b>	<b>Revenue Source</b>	<b>Allowed Expenses</b>	<b>Expenditure Limits</b>
Teen/Youth Events	Recreation Commission	Event fees	Teen/youth center events	\$5,000
Senior Programs	Council on Aging	Course/Program fees	Program costs, trip expenses	\$150,000
Art Gallery	Belmont Cultural Council	Percentage of art sales	Gallery exhibit and event expenses	\$15,000
Restoration Maintenance of Rock Meadow	Conservation Commission	Rental fees: garden plots	Restoration, maintenance of conservation area	\$11,000
Copying/ Lost Books	Board of Library Trustees	Lost book fees; Printing/ copying fees	Replacement of lost books; copier, printer, supplies & maintenance	\$15,000
Stormwater Consulting	Community Development	Consultant fees collected from permit applicants	Consultant fees	\$50,000
Stormwater Improvements	Community Development	Consultant Fees and contributions collected from permit applicants	Consulting, design, construction, and maintenance of public or shared stormwater facilities	\$100,000
Martin Luther King Day Breakfast	Human Rights Commission	Ticket Sales	Event expenses	\$5,000

Reporting: The Warrant Committee will report on this article.

**ARTICLE 19: ESTABLISH CAPITAL/DEBT STABILIZATION FUND**

**MOVED:** That the Town create a Capital/Debt Stabilization fund in accordance with Section 5B of Chapter 40 for the purpose of defraying the capital costs, or the costs of borrowing, associated with the engineering and design (including feasibility studies), construction, reconstruction, renovation, furnishing and equipping of any of the four following building projects (not in any order of priority): (1) the Belmont High School, (2) the Belmont Public Library, (3) the Department of Public Works facility, or (4) the Belmont Police Station, or any combination thereof. *(Two-Thirds)*

Reporting: The Warrant Committee will report on this article.

**ARTICLE 20: AMENDMENT TO MINUTEMAN REGIONAL VOCATIONAL HIGH SCHOOL REGIONAL AGREEMENT**

**MOVED:** That Article 20 be indefinitely postponed. *(Majority)*

Reporting: Belmont’s Regional School Committee Representative and the Warrant Committee

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**ARTICLE 21: CITIZENS' PETITION: WRITTEN ARTICLE OPINIONS**

**MOVED:** That the Town vote to adopt the following resolution:

Belmont's Board of Selectmen, Warrant Committee, and Capital Budget Committee shall be instructed to distribute to Town Meeting Members at least one day in advance of any scheduled Town Meeting a written summary of the rationale behind their opinions on articles presented for Town Meeting Approval. *(Majority)*

Reporting: The Warrant Committee and Capital Budget Committee will report on this article.

---

**ARTICLE 22: CITIZENS' PETITION: TOWN BUDGET PROJECTION MODEL**

**MOVED:** That the Town vote to adopt the following resolution:

Belmont's Town Administrator shall be instructed to maintain a 30 year Steady State Projection Model of the Town's financial budget reporting three previous years, five estimated years going forward, and steady set projections for the next twenty two years based on the current five year estimates, historical trends, and known revenues and expenditures. *(Majority)*

Reporting: The Warrant Committee and Capital Budget Committee will report on this article.

---

**ARTICLE 23: CITIZENS' PETITION: QUARTERLY REPORT OF FREE CASH FLOW ACCOUNT**

**MOVED:** That the Town vote to adopt the following resolution:

Belmont's Town Administrator shall be instructed to distribute to Town Meeting Members a Quarterly report of the Town's Free Cash Flow account including amounts received and amounts dispersed since the last report and the source and uses of the funds received and disbursed. The report shall include the previous four years activity and a current year actual YTD and Full year projection. *(Majority)*

Reporting: The Warrant Committee will report on this article.

---

**ARTICLE 24: CITIZENS' PETITION: RISK MANAGEMENT FUNCTION**

**MOVED:** That the Town vote to adopt the following resolution:

Belmont's Town Administrator shall be instructed to establish and maintain a Risk Management Function that will report both short and long term risks identified by the function to be extant in the operations of the Town's government activities. The initial report will be organized by Town Department and will report identified risks with probability estimates of event occurrence and estimates of costs including opportunity costs. *(Majority)*

Reporting: The Warrant Committee and Capital Budget Committee will report on this article.

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**VOTES TO CONTINUE THE ANNUAL TOWN MEETING**

**MOVED:** That the Annual Town Meeting be continued to 7:00pm on **Wednesday, June 3, 2015** at the Chenery Middle School.

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**CLOSING MOTIONS**

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**FINAL MOTION TO DISSOLVE THE TOWN MEETING:**

**MOVED:** That the 2015 Annual Town Meeting be dissolved.

---

Board of Library Trustees  
Belmont Public Library

FY 2016 Operating Budget Highlights:

A Year of Transitions

With an overall increase only .7% over 2015

- Library Director Maureen Connors retires after 18 years of leadership. Emily Reardon, formerly Coordinator of Adult Services, serves as Acting Director while an 8-member search committee recruits a permanent Director.
- Library Director Peter Struzziero hired in March. Mr. Struzziero comes from an extensive background with over a decade of experience working in public libraries. He previously was Library Director for the Town of Winthrop, Massachusetts.
- A new Plant Operations cost center is created in preparation for consolidation. Building-related line items are transferred from Library Administration to Plant Operations to better understand what is involved, creating a different-looking budget.
  - in salaries, this transfers the full-time head custodian and the part-time (10 hrs/wk, no benefits) weekend custodian
  - in other expenses, this transfers utilities and the building repair and maintenance line items (more below)

One part-time job in Circulation department converted to full time as part of continued focus on reducing number of part-time jobs with benefits.

- Over past three years two part-time benefitted jobs have become full-time, with accompanying reduction in part-time hours
- Of remaining two part-time permanent employees at 25 hours, only one subscribes to health insurance benefits

Staff turnover drives overall expenses down as long term staff are replaced with less experienced but technology-savvy staff.

- Children's Coordinator and Technology Librarian depart , while Young Adult Librarian becomes Technology Librarian - these positions filled with staff at lower pay grades

- Funds for Massachusetts Librarians Association memberships are restored to provide for more professional development and leadership opportunities for new staff

### Building maintenance and repair line item includes funds for much-needed repairs and improvements

- Funds to complete painting the interior of the building including both professional areas and public spaces of the Library
- Damaged carpet to be replaced in Flett Room, used for Children's programs for infants through elementary ages
- Funds included to repair 50-year-old heating system as needed, after heating system failure closes library for three half-days in January and February

Computer Services includes \$50K+ for Minuteman Library Network memberships as well as \$8000 to upgrade web site, increase security, and make it more usable on mobile devices. Web redesign costs to be shared with Friends of the Library.

Materials line item increased \$14,663 or 5% to provide a wide variety of materials in all formats, accessible to patrons of all ages and in both the fast and slow lanes of the information highway.

- Downloads of ebooks and audiobooks through the Overdrive Digital Media Catalog grew from 11,677 in FY13 to 15,491 in FY14, an increase of 41%. To track the popularity of this format, we have added downloads as a budget performance measure.
- Downloadable music and movies were provided for the first time through Library's new subscription service, Hoopla
- Commitment made to provide multiple print copies of the most popular titles, to shorten time waiting for requests
- Plans made to use Decision Center, new software provided by Minuteman, to help analyze collection and more easily identify areas that need to be expanded and weeded, to better customize collection to community interests



## Department of Public Works

### WATER SYSTEM IMPROVEMENT PROGRAM PROGRESS REPORT FOR FISCAL YEAR 2015

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

The Department of Public Works Water Division is pleased to present this progress report of program:

Fiscal Year 2015 – “Somerset Street, Wellington Lane, Orchard Street, Edwards Street, Warwick Road”

Status: Contract Bid Opening: May 9, 2014  
Contract Award: Cedrone Trucking, Inc.  
Contract Length: July 2014 – November 2015  
Engineer's Estimate: \$1,476,825.00  
Construction Contract Bid: \$1,237,546.08  
Program Final Cost: Currently Under Construction

Extent: Somerset Street: Concord Ave. to Shady Brook Lane (Completed 2014)  
Wellington Lane: Concord Ave. to Somerset Street (Completed 2014)  
Holt Street: Lexington Street to Town line. (Completed 2014)  
Warwick Road: Common Street to Carlton Road (Completed 2014)  
Richmond Road: Prospect Street to Lawrence Lane (2015)  
Orchard Street: Common Street to Beech Street (2015)  
Charles Street: Orchard Street to Slade Street (2015)  
Edwards Street: Orchard Street to Waverley Street (2015)  
Winthrop Street: Common Street to Charles Street (2015)  
Elm Street: School Street to Payson Road (2015)

The FY 2015 “Somerset Street, Wellington Lane, Orchard Street, Edwards Street, Warwick Road” water main project when completed, will replace approximately 8,435 linear feet of unlined cast iron pipe with new 8 inch ductile iron cement lined pipe along with 26 new fire hydrants, 87 isolation valves and the transfer of 176 water services and abandonment of existing water mains and all appurtenant work within the project limits.

Fiscal Year 2016 – “Clifton Street, Bartlett Ave, Winslow Road, Palfrey Road”

Status: Under Design  
Contract Award:  
Contract Length:  
Engineer's Estimate: \$1,771,700.00  
Construction Contract Bid:  
Program Final Cost:

Extent: Clifton Street: Beatrice Circle to Rutledge Road  
Clifton Street: Rutledge Road to Rockmont Road  
Clifton Street: Rockmont Road to Prospect Street  
Bartlett Ave: White Street to Harriet Ave  
Winslow Road: Hammond Road to Palfrey Road  
Palfrey Road: Gilbert Road to Common Street  
Payson Terrace: Payson Road (East) to Payson Road (West)  
Glendale Road: Common Street to Orchard Street  
Winter Street: Concord Ave to Country Club Lane

The Fiscal Year 2016 "Clifton Street, Bartlett Ave, Winslow Road, Palfrey Road" will replace approximately 10,030 linear feet of unlined cast iron pipe with new 8 inch ductile iron cement lined pipe.

Since the inception of the Water System Improvement Program in 1995, approximately 23.88 miles of water main will have been replaced after the completion of the FY15 project by larger diameter ductile iron cement lined pipe with a service life expectancy of about 100 years. The Water System Improvement Program is intended to replace and upgrade 38 miles of water main out of a total of 91 miles of pipe.



**TOWN OF BELMONT  
OFFICE OF THE TOWN ADMINISTRATOR**

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**TO:** Town Meeting Members

**FROM:** Sami S. Baghdady, Chair of the Board of Selectmen  
Michael Libenson, Chair of the Warrant Committee

**DATE:** May 13, 2015

**SUBJECT:** FY16 Budget

Attached please find the FY16 Budget Summary, which has been approved by the Board of Selectmen and recommended by the Warrant Committee.

The full FY16 Budget Detail is available on line at [www.belmont-ma.gov](http://www.belmont-ma.gov), under Town Departments, Town Administration, Fiscal Year Budget Information, FY16.

Thank you.





**TOWN OF BELMONT  
FY16 REVENUE**

DESCRIPTION	FY14 ACTUALS	FY15 RECAP REVENUES	FY16 REVENUES
<b>A. REAL &amp; PERSONAL PROPERTY TAXES</b>			
REAL & PERSONAL PROPERTY TAXES	\$73,588,560	\$76,467,837	\$75,148,993
ALLOWABLE 2 1/2% INCREASE			\$1,808,077
NEW GROWTH			\$475,000
DEBT EXCLUSION			\$3,767,890
<b>TOTAL</b>	<u><u>\$73,588,560</u></u>	<u><u>\$76,467,837</u></u>	<u><u>\$81,199,960</u></u>
<b>A. REAL &amp; PERSONAL PROPERTY TAXES TOTAL</b>	<b>\$73,588,560</b>	<b>\$76,467,837</b>	<b>\$81,199,960</b>

**TOWN OF BELMONT  
FY16 REVENUE**

DESCRIPTION	FY14 ACTUALS	FY15 RECAP REVENUES	FY16 REVENUES
<b>B. TOTAL LOCAL RECEIPTS</b>			
MV EXCISE AND MEALS TAX	\$3,077,303	\$2,792,760	\$3,000,000
OTHER EXCISE (MEALS)	\$196,594	\$195,000	\$205,000
PENALTIES AND INTEREST	\$389,566	\$200,000	\$220,000
PAYMENT IN LIEU OF TAXES	\$46,596	\$36,000	\$36,000
<b>OTHER TAXES TOTAL</b>	<b>\$3,710,059</b>	<b>\$3,223,760</b>	<b>\$3,461,000</b>
AMBULANCE RECEIPTS	\$803,388	\$804,750	\$804,750
<b>OTHER CHARGES FOR SERVICES TOTAL</b>	<b>\$803,388</b>	<b>\$804,750</b>	<b>\$804,750</b>
FEES - TOWN CLERK	\$387	\$300	\$300
FEES - TREASURER	\$14,455	\$26,000	\$15,000
FEES-PARKING MARKING	\$25,180	\$18,130	\$29,130
DEPUTY FEES - CLEARING	\$1,637	\$338	\$1,338
FEES - APPEALS BOARD	\$5,650	\$6,650	\$6,650
ALARM FEES POLICE FEES	\$2,911	\$2,774	\$2,774
FEES-POLICE	\$38,142	\$18,810	\$18,810
FIRE MASTER BOX	\$32,325	\$17,725	\$17,725
FEES - FIRE	\$56,000	\$55,273	\$55,273
<b>FEES TOTAL</b>	<b>\$176,687</b>	<b>\$146,000</b>	<b>\$147,000</b>

**TOWN OF BELMONT  
FY16 REVENUE**

DESCRIPTION	FY14 ACTUALS	FY15 RECAP REVENUES	FY16 REVENUES
RENTALS COA	\$17,353	\$15,000	\$15,000
OTHER LIBRARY	\$37,863	\$43,000	\$35,000
OTHER CEMETERY	\$135,689	\$125,000	\$125,000
OTHER RECREATION-PROGRAMS	\$754,542	\$700,000	\$725,000
OTHER SELECTMEN	\$48,257	\$46,000	\$46,751
OTHER ASSESSORS	\$468	\$250	\$250
OTHER TOWN CLERK	\$45,114	\$36,000	\$44,000
OTHER POLICE (PD ADMIN. FEE)	\$36,492	\$44,546	\$44,546
OTHER HIGHWAY - DISPOSAL FEES	\$2,638		
OTHER HIGHWAY/RECYCLABLE	\$31,656	\$27,335	\$28,245
OTHER HEALTH	\$48,930	\$45,000	\$45,000
BUILDINGS DEPARTMENTAL	\$7,266	\$7,500	\$7,500
OTHER CONSERVATION COMMISSION (CDD)	\$0	\$910	\$0
OTHER MISCELLANEOUS	\$242	\$88,505	\$0
<b>OTHER DEPARTMENTAL REVENUES TOTAL</b>	<b>\$1,166,510</b>	<b>\$1,179,046</b>	<b>\$1,116,292</b>
LICENSES - SELECTMEN (LIQUOR)	\$48,901	\$37,000	\$37,000
LICENSES - TOWN CLERK	\$52,116	\$48,000	\$48,000
STREET OPENING PERMITS	\$41,850	\$30,000	\$30,000
LICENSES - POLICE	\$77,725	\$90,000	\$110,000
LICENSES/PERMITS - BUILDING	\$950,331	\$595,390	\$800,000
<b>LICENSES AND PERMITS TOTAL</b>	<b>\$1,170,923</b>	<b>\$800,390</b>	<b>\$1,025,000</b>
COURT FINES	\$9,536	\$5,735	\$5,735
VIOLATION FINES POLICE	\$35,568	\$26,265	\$26,265
FALSE ALARM FINES - POLICE	\$7,890	\$3,000	\$3,000
PARKING FINES	\$172,285	\$150,000	\$150,000
<b>FINES AND FORFEITS TOTAL</b>	<b>\$225,279</b>	<b>\$185,000</b>	<b>\$185,000</b>

**TOWN OF BELMONT  
FY16 REVENUE**

DESCRIPTION	FY14 ACTUALS	FY15 RECAP REVENUES	FY16 REVENUES
TOTAL INTEREST	\$181,685	\$120,000	\$150,000
<b>EARNINGS ON INVESTMENTS TOTAL</b>	<b>\$181,685</b>	<b>\$120,000</b>	<b>\$150,000</b>
<b>B. TOTAL LOCAL RECEIPTS TOTAL</b>	<b>\$7,434,531</b>	<b>\$6,458,946</b>	<b>\$6,889,042</b>
<b>C. OTHER AVAILABLE FUNDS</b>			
RECEIPTS RESERVED APPROP-PARKING METERS	\$60,000	\$60,000	\$90,000
UNRESERVED FUND BALANCE (Free Cash)	\$2,000,000	\$1,880,000	\$1,750,000
PREMIUM ON SALE OF BONDS DECREASE DEBT EXCLUSION	\$68,000		
FUND BALANCE ABATEMENT & EXEMPT/OVERLAY	\$235,000	\$235,000	\$235,000
TRANS FROM LIGHT DEPT FOR TAX REDUCTION (PILOT)	\$650,000	\$650,000	\$650,000
TRANS FROM WATER FOR OPER COSTS	\$160,250	\$160,250	\$163,000
TRANS FROM SEWER FOR OPER COSTS	\$126,875	\$126,875	\$130,000
TRANS FROM LEFTOVER CAPITAL ITEMS	\$65,000	\$214,000	\$154,325
CAPITAL ENDOWMENT FUND SPEC PROJ	\$100,000	\$100,000	\$125,000
TOTAL OTHER AVAILABLE FUNDS			
<b>TOTAL</b>	<b>\$3,465,125</b>	<b>\$3,426,125</b>	<b>\$3,297,325</b>
<b>C. OTHER AVAILABLE FUNDS TOTAL</b>	<b>\$3,465,125</b>	<b>\$3,426,125</b>	<b>\$3,297,325</b>

**TOWN OF BELMONT  
FY16 REVENUE**

DESCRIPTION	FY14 ACTUALS	FY15 RECAP REVENUES	FY16 REVENUES
<b>D. STATE AID</b>			
SCHOOL AID CHAPTER 70	\$5,864,908	\$6,420,105	\$6,757,058
SCH CONSTR-STATE AID	\$382,498	\$382,498	\$0
CHARTER SCHOOL REIMB	\$24,300	\$20,867	\$2,909
GENERAL MUNICIPAL AID	\$1,954,929	\$2,009,147	\$2,081,476
VETERANS' BENEFITS	\$21,344	\$12,756	\$17,646
LOSS OF TAXES VETERANS, BLIND, SURV SPOUSE	\$55,822	\$58,054	\$47,879
<b>TOTAL</b>	<b>\$8,303,801</b>	<b>\$8,903,427</b>	<b>\$8,906,968</b>
<b>D. STATE AID TOTAL</b>	<b>\$8,303,801</b>	<b>\$8,903,427</b>	<b>\$8,906,968</b>
<b>GRAND TOTAL</b>	<b>\$92,792,017</b>	<b>\$95,256,335</b>	<b>\$100,293,295</b>

# Town of Belmont

## Department Summary Report

	FY14 EXPENDED	FY15 TOWN FINAL VOTE	FY15 ADJUSTED BUDGET	FY15 TOWN EST EXP	FY16 TOWN FINAL VOTE
<b>0100 General Fund</b>					
Legislative	\$12,933	\$13,303	\$13,303	\$13,303	\$18,518
Selectmen	\$38,450	\$37,835	\$37,835	\$37,835	\$142,623
Town Administrator	\$484,195	\$522,741	\$531,463	\$521,541	\$553,707
Reserve Fund	\$0	\$400,000	\$400,000	\$0	\$400,000
Town Accountant/Auditor	\$334,948	\$379,016	\$383,901	\$386,593	\$406,799
Assessors	\$345,312	\$374,988	\$377,141	\$372,959	\$408,577
Treasurer/Collector	\$539,891	\$588,740	\$588,767	\$587,180	\$592,119
Parking Clerk	\$34,389	\$43,044	\$43,044	\$43,000	\$43,044
Legal	\$262,191	\$271,750	\$271,750	\$271,750	\$297,500
Human Resources	\$268,904	\$280,311	\$284,503	\$246,963	\$283,826
Information Technology	\$838,422	\$887,432	\$894,113	\$890,117	\$902,474
Town Clerk	\$172,579	\$179,791	\$179,791	\$183,053	\$188,092
Elections & Registration	\$166,389	\$202,125	\$203,523	\$199,568	\$189,787
Committees and Commissions	\$0	\$0	\$0	\$0	\$0
VFW & Amer Legion	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
<b>Total General Government</b>	<b>\$3,506,104</b>	<b>\$4,188,575</b>	<b>\$4,216,634</b>	<b>\$3,761,363</b>	<b>\$4,434,566</b>

# Town of Belmont

## Department Summary Report

	FY14 EXPENDED	FY15 TOWN FINAL VOTE	FY15 ADJUSTED BUDGET	FY15 TOWN EST EXP	FY16 TOWN FINAL VOTE
Retirement and Pension Contrib	\$5,634,285	\$6,023,545	\$6,023,545	\$6,023,545	\$6,502,635
Worker's Compensation	(\$6,249)	\$108,787	\$108,787	\$108,787	\$112,050
Unemployment Compensation	\$16,733	\$40,000	\$40,000	\$40,000	\$40,000
Health Insurance	\$1,349,609	\$1,757,277	\$1,626,692	\$1,243,722	\$2,170,620
Life Insurance	\$15,509	\$19,425	\$19,425	\$19,425	\$19,425
Medicare	\$5,148	\$6,500	\$6,500	\$6,500	\$6,500
Liability Insurance	\$346,138	\$387,760	\$387,760	\$387,760	\$428,780
<b>Total Insurance and Benefits</b>	<b>\$7,361,173</b>	<b>\$8,343,294</b>	<b>\$8,212,709</b>	<b>\$7,829,739</b>	<b>\$9,280,010</b>
<hr/>					
Police Administration	\$441,342	\$447,908	\$453,380	\$453,380	\$462,880
Police Records	\$85,533	\$86,720	\$86,720	\$86,720	\$87,577
Police Patrol	\$4,009,171	\$4,163,242	\$4,163,242	\$4,159,943	\$3,988,777
Police Traffic Control (Not Sc	\$356,536	\$498,207	\$502,895	\$502,895	\$565,382
Police Detectives	\$525,345	\$529,280	\$529,280	\$529,280	\$553,508
Police Community Service	\$274,939	\$330,469	\$331,566	\$331,566	\$369,469
Fire Administration	\$625,894	\$637,562	\$642,122	\$632,960	\$640,374
Fire Suppression	\$4,657,171	\$4,977,050	\$4,977,050	\$4,974,626	\$5,002,369
Emergency Medical Services	\$397,375	\$176,600	\$176,600	\$167,200	\$182,200
Emergency Management (BEMA)	\$21,371	\$24,246	\$24,246	\$24,246	\$24,341
Public Safety Comm (911)	\$881,448	\$954,437	\$957,240	\$957,240	\$940,413
<b>Total Public Safety</b>	<b>\$12,276,125</b>	<b>\$12,825,721</b>	<b>\$12,844,341</b>	<b>\$12,820,055</b>	<b>\$12,817,290</b>

## Town of Belmont Department Summary Report

	FY14 EXPENDED	FY15 TOWN FINAL VOTE	FY15 ADJUSTED BUDGET	FY15 TOWN EST EXP	FY16 TOWN FINAL VOTE
Education	\$44,543,000	\$46,156,000	\$46,156,000	\$46,156,000	\$49,660,070
Education - Minuteman	\$851,984	\$751,050	\$751,050	\$751,050	\$831,525
<b>Total Public Schools</b>	<b>\$45,394,984</b>	<b>\$46,907,050</b>	<b>\$46,907,050</b>	<b>\$46,907,050</b>	<b>\$50,491,595</b>

## Town of Belmont Department Summary Report

	FY14 EXPENDED	FY15 TOWN FINAL VOTE	FY15 ADJUSTED BUDGET	FY15 TOWN EST EXP	FY16 TOWN FINAL VOTE
Community Development-Planning	\$149,429	\$181,553	\$183,300	\$167,481	\$183,431
Community Development-Admin	\$308,067	\$365,936	\$370,322	\$344,729	\$360,376
Facility Department	\$1,441,975	\$1,577,917	\$1,546,722	\$1,540,270	\$1,602,579
Building Inspection	\$276,700	\$301,816	\$301,816	\$291,258	\$291,472
Engineering Services	\$94,189	\$129,619	\$129,619	\$117,997	\$115,658
Public Works Administration	\$331,701	\$332,458	\$336,877	\$347,913	\$324,567
Street Maintenance	\$606,265	\$663,611	\$671,449	\$674,661	\$688,026
Snow and Ice Removal	\$977,599	\$602,820	\$605,100	\$630,020	\$678,095
Street Lighting	\$284,214	\$278,676	\$316,102	\$316,100	\$331,900
Central Fleet Maint HWY Fac	\$520,664	\$593,433	\$598,284	\$581,714	\$581,901
Forestry	\$266,932	\$290,778	\$291,951	\$283,981	\$285,101
Collection and Disposal	\$2,289,892	\$2,476,685	\$2,478,597	\$2,438,572	\$2,439,265
Cemetery	\$523,361	\$461,607	\$476,426	\$466,059	\$474,923
Recreation Administration	\$75,848	\$72,735	\$72,735	\$72,695	\$75,333
Recreation Programs	\$540,134	\$759,163	\$759,163	\$749,277	\$800,190
Parks	\$663,322	\$576,793	\$583,856	\$576,764	\$599,233
Deltas	\$63,393	\$61,333	\$62,732	\$62,906	\$64,179
<b>Total Public Services</b>	<b>\$9,413,684</b>	<b>\$9,726,933</b>	<b>\$9,785,051</b>	<b>\$9,662,399</b>	<b>\$9,896,229</b>

## Town of Belmont Department Summary Report

	FY14 EXPENDED	FY15 TOWN FINAL VOTE	FY15 ADJUSTED BUDGET	FY15 TOWN EST EXP	FY16 TOWN FINAL VOTE
Animal Control Officer	\$77,675	\$78,632	\$79,561	\$79,711	\$81,833
Health Department	\$332,710	\$344,794	\$349,287	\$342,801	\$361,206
Council on Aging	\$350,018	\$374,782	\$380,132	\$371,793	\$394,456
Veterans' Services	\$51,320	\$75,751	\$76,068	\$74,128	\$120,234
Library Administration	\$454,262	\$482,331	\$486,068	\$474,601	\$189,436
Library Plant Operations	\$0	\$0	\$0	\$0	\$302,245
Library Public Services	\$1,229,320	\$1,299,797	\$1,309,349	\$1,280,153	\$1,328,014
LibraryTech Services	\$280,876	\$302,944	\$304,353	\$286,681	\$294,768
<b>Total Human Services</b>	<b>\$2,776,180</b>	<b>\$2,959,031</b>	<b>\$2,984,818</b>	<b>\$2,909,868</b>	<b>\$3,072,192</b>
Retirement of Debt	\$3,364,191	\$3,432,191	\$3,432,191	\$3,432,191	\$2,680,471
Interest on Long-term Debt	\$1,619,335	\$1,603,696	\$1,603,696	\$1,603,696	\$1,667,948
Interest on Short-term Debt	\$0	\$2,500	\$2,500	\$2,500	\$2,500
Int on Short term Debt Exclus	\$0	\$50,000	\$50,000	\$50,000	\$50,000
<b>Total Debt &amp; Interest</b>	<b>\$4,983,526</b>	<b>\$5,088,387</b>	<b>\$5,088,387</b>	<b>\$5,088,387</b>	<b>\$4,400,919</b>
Abatements & Exemptions Allowance	\$812,231	\$800,000	\$813,236	\$813,236	\$800,000
<b>Total Overlay</b>	<b>\$812,231</b>	<b>\$800,000</b>	<b>\$813,236</b>	<b>\$813,236</b>	<b>\$800,000</b>
State Assessments and Charges	\$1,678,335	\$1,721,435	\$1,725,609	\$1,725,609	\$1,733,129
<b>Total State Charges</b>	<b>\$1,678,335</b>	<b>\$1,721,435</b>	<b>\$1,725,609</b>	<b>\$1,725,609</b>	<b>\$1,733,129</b>
<b>Total General Fund</b>	<b>\$88,202,342</b>	<b>\$92,560,426</b>	<b>\$92,577,835</b>	<b>\$91,517,705</b>	<b>\$96,925,930</b>

## Town of Belmont Department Summary Report

	FY14 EXPENDED	FY15 TOWN FINAL VOTE	FY15 ADJUSTED BUDGET	FY15 TOWN EST EXP	FY16 TOWN FINAL VOTE
<b>3000 Pavement Management</b>					
Capital Proj - Roads Non Discretionary	\$1,189,000	\$1,284,000	\$1,284,000	\$1,284,000	\$1,549,000
<b>Total Capital Budget</b>	<b>\$1,189,000</b>	<b>\$1,284,000</b>	<b>\$1,284,000</b>	<b>\$1,284,000</b>	<b>\$1,549,000</b>
<hr/> <b>Total Pavement Management</b>	<b>\$1,189,000</b>	<b>\$1,284,000</b>	<b>\$1,284,000</b>	<b>\$1,284,000</b>	<b>\$1,549,000</b>

## Town of Belmont Department Summary Report

	FY14 EXPENDED	FY15 TOWN FINAL VOTE	FY15 ADJUSTED BUDGET	FY15 TOWN EST EXP	FY16 TOWN FINAL VOTE
<b>3100 Town Misc Capital Projects</b>					
Capital Proj - Discretionary	\$1,222,000	\$1,394,500	\$1,394,500	\$1,394,500	\$1,818,365
<b>Total Capital Budget</b>	<b>\$1,222,000</b>	<b>\$1,394,500</b>	<b>\$1,394,500</b>	<b>\$1,394,500</b>	<b>\$1,818,365</b>
<hr/> <b>Total Town Misc Capital Projects</b>	<b>\$1,222,000</b>	<b>\$1,394,500</b>	<b>\$1,394,500</b>	<b>\$1,394,500</b>	<b>\$1,818,365</b>

# Town of Belmont

## Department Summary Report

	FY14 EXPENDED	FY15 TOWN FINAL VOTE	FY15 ADJUSTED BUDGET	FY15 TOWN EST EXP	FY16 TOWN FINAL VOTE
<b>Grand Totals</b>	<u>\$90,613,342</u>	<u>\$95,238,926</u>	<u>\$95,256,335</u>	<u>\$94,196,205</u>	<u>\$100,293,295</u>
<b>PERSONAL SERVICES</b>	\$62,113,199	\$66,151,642	\$66,107,685	\$65,517,110	\$69,469,741
<b>OTHER EXPENSES</b>	\$20,450,049	\$20,634,192	\$20,695,558	\$20,227,904	\$22,364,565
<b>CAPITAL OUTLAY</b>	\$8,050,094	\$8,453,092	\$8,453,092	\$8,451,192	\$8,458,989
	<u>\$90,613,342</u>	<u>\$95,238,926</u>	<u>\$95,256,335</u>	<u>\$94,196,205</u>	<u>\$100,293,295</u>

Town of Belmont  
**WATER ENTERPRISE EXPENDITURES**  
 Fiscal Year 2016

Org & Object #	Account Title	FY14 EXPENDED	FY15 FINAL BUDGET	FY15 ADJ BUDGET	FY15 EST BUDGET	FY16 FINAL BUDGET
<b>6504501</b>	<b>WATER ADMINISTRATION</b>					
511000	FULL TIME WAGES	139,662	142,992	142,992	142,992	146,409
511001	PERSONAL PAID DAYS		705	705	-	705
514800	LONGEVITY	525	525	525	525	525
517000	HEALTH INSURANCE	16,285	16,285	16,285	16,285	16,285
517200	WORKERS COMP.	748	748	748	748	770
517800	MEDICARE	2,033	2,091	2,091	2,081	2,140
517900	LIFE INSURANCE	-	-	-	-	-
518000	RETIREMENT		35,376	35,376	35,376	35,376
	<b>PERSONAL SERVICES</b>	<b>159,252</b>	<b>198,722</b>	<b>198,722</b>	<b>198,007</b>	<b>202,210</b>
<b>6504502</b>						
522800	GAS	11,794	10,000	10,000	10,000	10,500
522900	ELECTRICITY	6,947	7,120	7,120	7,120	7,475
524300	MAINTENANCE BUILDING	8,497	8,000	8,000	8,000	8,000
524300	MAINT.GROUNDS	-	1,640	1,640	1,640	1,640
524500	MAINT. OFFICE EQUIP.	5,991	1,030	1,030	1,030	1,030
524500	MAINT. COMPUTER EQUIPMENT	-	-	-	-	-
524500	MUNIS-TYLER TECH	-	13,415	13,415	13,415	13,415
530000	PROFESSIONAL SERVICES	1,656	4,000	4,000	4,000	4,120
530600	PROFESSIONAL SERV SOFTWARE	-	-	-	-	-
530700	LABORATORY SERVICES	460	500	500	500	500
530800	METER READING SERVICE	77,511	62,500	62,500	62,500	80,000
530800	WATER BILLING SERVICE	-	-	-	-	-
531000	LOCK BOX SERVICE	121	8,000	8,000	8,000	8,000
531900	ADVERTISING	-	500	500	500	500
534100	TELEPHONE	2,389	2,720	2,720	2,720	2,774
534500	POSTAGE	11	500	500	500	500
534700	PRINTING	-	500	500	500	500
538500	WATER RESERVE	-	96,800	96,800	96,800	96,800
542100	OFFICE SUPPLIES	2,484	2,895	2,895	2,895	2,895
542200	COMPUTER SUPPLIES	860	1,500	1,500	1,500	1,500
545000	CUSTODIAL SUPPLIES	613	685	685	685	685
552900	BOOKS & PERIODICALS	-	400	400	400	400
558900	MEDICAL REPORTS	-	150	150	250	250
569500	SAFE DRINKING WATER ASSESSMENT	6,344	9,630	9,630	6,836	8,000
571000	IN STATE TRAVEL REIMBURSEMENT	-	2,400	2,400	2,400	2,400
573000	ASSOC. DUES/CONFER.	1,691	3,150	3,150	3,150	3,150
573400	STREET OPENING PERMITS	5,900	10,000	10,000	4,500	5,000
	<b>TOTAL OTHER EXPENSE</b>	<b>133,269</b>	<b>248,035</b>	<b>248,035</b>	<b>239,841</b>	<b>260,034</b>
<b>6504</b>						
596100	TOWN SUPPORT SERVICES	-	160,250	160,250	166,077	163,000
596100	OPEB TRUST FUND POLICY TRANSFER	-	5,827	5,827	5,827	8,068
<b>6504503</b>						
587000	OFFICE EQUIPMENT/COMPUTERS	2,000	-	-	-	-
585200	BILLING SOFTWARE UPGRADE	16,850	16,850	16,850	16,850	91,850
	<b>CAPITAL OUTLAY</b>	<b>18,850</b>	<b>16,850</b>	<b>16,850</b>	<b>16,850</b>	<b>91,850</b>
	<b>TOTAL WATER ADMIN.</b>	<b>311,371</b>	<b>629,684</b>	<b>629,684</b>	<b>626,602</b>	<b>725,162</b>

Town of Belmont  
**WATER ENTERPRISE EXPENDITURES**  
 Fiscal Year 2016

Org & Object #	Account Title	FY14 EXPENDED	FY15 FINAL BUDGET	FY15 ADJ BUDGET	FY15 EST BUDGET	FY16 FINAL BUDGET
<b>6504511</b>	<b>WATER DISTRIB/MAINT SERVICES</b>					
511000	FULL TIME WAGES	531,452	565,104	565,104	535,104	582,267
511100	PART TIME SALARY	6,204	15,150	15,150	15,150	15,150
513000	OVERTIME	120,419	150,715	150,715	150,715	153,729
513000	FLSA RETROACTIVE	-	-	-	-	-
514000	ON CALL	35,322	53,494	53,494	53,494	54,563
514400	MEAL ALLOWANCE	280	500	500	300	300
514800	CAPACITY	-	-	-	-	-
514800	LONGEVITY	3,625	3,625	3,625	3,625	3,825
515100	ON CALL	-	-	-	-	-
515200	AVAILABILITY STIPEND	6,123	6,760	6,760	6,760	6,760
515500	CDL STIPEND	10,440	10,400	10,400	10,400	10,400
517000	HEALTH INSURANCE	115,740	115,740	115,740	115,740	119,020
517200	WORKERS COMP	19,476	19,476	19,476	19,476	20,060
517800	MEDICARE	11,378	8,830	8,830	8,830	9,082
517900	LIFE INSURANCE	-	315	315	-	-
518000	RETIREMENT	199,996	213,568	213,568	213,568	171,905
517000	RETIREE HEALTH INSURANCE	121,647	83,929	83,929	83,929	76,900
519001	OUT OF GRADE	1,966	3,550	3,550	2,000	3,000
519900	CLOTHING ALLOWANCE	7,910	7,910	7,910	7,910	7,910
	<b>PERSONAL SERVICES</b>	<b>1,191,978</b>	<b>1,259,066</b>	<b>1,259,066</b>	<b>1,227,001</b>	<b>1,234,871</b>
<b>6504512</b>						
524100	BACKFLOW PREV/CROSS CONN PROG	-	2,600	2,600	1,025	2,000
524400	MAINT VEHICLE GARAGE	23,169	13,045	13,045	13,045	13,700
524500	MAINT EQUIP OTHER	1,034	1,200	1,200	1,200	1,200
529700	SOIL REMOVAL	-	16,000	16,000	16,000	16,000
530000	DIG SAFE	-	-	-	-	-
530000	WATER SYSTEM STUDY UPDATE	-	-	-	-	-
530007	MWRA LEAK DETECTION	13,775	14,710	14,710	13,775	15,152
530100	LEGAL SERVICES	5,600	-	-	-	-
530900	CONTRACT PATCHING	99,204	84,000	84,000	84,000	84,000
531600	POLICE DETAIL	9,732	10,500	10,500	3,000	3,060
531700	EMPLOYEE TRAINING	755	3,000	3,000	3,000	3,000
534800	GIS MAINTENANCE	2,730	30,000	30,000	30,000	30,000
537900	LEAD SERVICE REPLACEMENT	-	-	-	-	-
548000	VEHICLE SUPPLIES	-	-	-	-	-
548700	OIL/LUB	-	-	-	-	-
548900	UNLEADED GAS	-	5,300	5,300	5,300	5,300
548900	DIESEL FUEL	18,749	13,000	13,000	13,000	13,000
549000	MEDICAL SUPP	33	400	400	400	400
553100	PUBLIC WORKS SUPP WATER	27,383	30,250	30,250	35,036	33,275
553400	SIDEWALK REPAIR	2,185	2,000	2,000	2,000	2,000
553500	WATER METERS	45,376	147,000	147,000	147,000	147,000
553600	WATER REPAIR SUPPLIES	40,908	73,250	73,250	73,250	80,575
569400	MWRA ASSESSMENT	2,516,559	2,583,176	2,583,176	2,582,348	2,674,576
573100	LICENSE ETC	855	180	180	315	500
576000	CLAIM SETTLEMENT	-	2,500	2,500	-	-
591003	MWRA BOND DEBT SERVICE	571,357	642,281	642,281	642,281	698,475
	<b>TOTAL OTHER EXPENSES</b>	<b>3,379,404</b>	<b>3,674,392</b>	<b>3,674,392</b>	<b>3,665,975</b>	<b>3,823,213</b>

**Town of Belmont  
WATER ENTERPRISE EXPENDITURES  
Fiscal Year 2016**

Org & Object #	Account Title	FY14 EXPENDED	FY15 FINAL BUDGET	FY15 ADJ BUDGET	FY15 EST BUDGET	FY16 FINAL BUDGET
<b>6504513</b>						
587000	COMMUNICATION EQUIPMENT	-	-	-	-	-
587000	OFFICE EQUIPMENT	-	-	-	-	-
587001	MWRA-METER MODERNIZATION					
<b>65550723</b>						
589500	WATER MAIN REPLACEMENT	275,000	250,000	250,000	250,000	503,000
<b>65550</b>						
543000	BUILDING PROJECTS	-	-	-	-	-
<b>65550713</b>						
589500	MWRA BOND FOR WATER MAIN REPLACEMENT	199,663	-	-	-	-
<b>65550753</b>						
589500	GIS HARDWARE/SOFTWARE	6,250	-	-	-	-
<b>65550743</b>						
589500	VEHICLE REPLACEMENT	22,230	79,000	79,000	79,000	-
	<b><u>CAPITAL OUTLAY</u></b>	<b><u>503,143</u></b>	<b><u>329,000</u></b>	<b><u>329,000</u></b>	<b><u>329,000</u></b>	<b><u>503,000</u></b>
	<b>TOTAL WATER DIST/MAINT</b>	<b>5,074,526</b>	<b>5,262,458</b>	<b>5,262,458</b>	<b>5,221,976</b>	<b>5,561,084</b>
	<b><u>TOTAL WATER SERVICES</u></b>	<b><u>5,385,896</u></b>	<b><u>5,892,142</u></b>	<b><u>5,892,142</u></b>	<b><u>5,848,578</u></b>	<b><u>6,286,246</u></b>
		5,385,896	5,892,142	5,892,142	5,848,578	6,286,246
	<b><u>WATER SUMMARY</u></b>					
	WATER ADMINISTRATION	311,371	629,684	629,684	626,602	725,162
	MWRA WATER ASSESSMENT	2,516,559	2,583,176	2,583,176	2,582,348	2,674,576
	WATER DISTR/MAINT	2,557,967	2,679,282	2,679,282	2,639,628	2,886,508
	<b><u>TOTAL WATER ENTERPRISE</u></b>	<b><u>5,385,896</u></b>	<b><u>5,892,142</u></b>	<b><u>5,892,142</u></b>	<b><u>5,848,578</u></b>	<b><u>6,286,246</u></b>
	Total Revenue to be raised	5,110,896	5,617,142	5,617,142	5,573,578	5,758,246
	Planned use of Retained earnings to stabilize the rates	275,000	275,000	275,000	275,000	275,000
	Planned use of Retained earnings for capital improvement					253,000
	Total Revenues	5,385,896	5,892,142	5,892,142	5,848,578	6,286,246

**Town of Belmont  
SEWER ENTERPRISE EXPENDITURES  
Fiscal Year 2016**

<b>Org &amp; Object #</b>	<b>Account Title</b>	<b>FY14 EXPENDED</b>	<b>FY15 FINAL BUDGET</b>	<b>FY15 ADJ BUDGET</b>	<b>FY15 EST EXPENSE</b>	<b>FY16 FINAL BUDGET</b>
<b>6604401</b>	<b>SANITARY SEWER MAINT (R)</b>					
511000	FULL TIME WAGE	408,647	418,248	418,248	398,248	423,857
513000	OVERTIME	57,751	70,411	70,411	70,411	71,819
514000	ON CALL	11,574	13,880	13,880	13,880	14,158
514001	PAID PERSONAL DAYS		1,200	1,200	853	1,200
514400	MEAL ALLOWANCE	20	200	200	200	200
514800	LONGEVITY	2,800	2,800	2,800	2,621	2,400
515500	CDL STIPEND	9,135	10,400	10,400	10,400	10,400
517000	HEALTH INSURANCE	113,995	113,995	113,995	113,995	103,720
517000	RETIREE HEALTH INSURANCE	65,435	43,091	43,091	43,091	58,013
517200	WORKERS COMP.	21,723	21,723	21,723	21,723	22,375
517800	MEDICARE	7,201	7,594	7,594	7,594	6,427
517900	LIFE INSURANCE	-	200	200	200	200
518000	RETIREMENT	309,504	331,562	331,562	331,562	354,670
519001	WORKING OUT OF GRADE	967	1,000	1,000	1,200	1,200
519900	CLOTHING ALLOWANCE	5,740	6,560	6,560	6,560	6,560
	<b>PERSONAL SERVICES</b>	<b>1,014,491</b>	<b>1,042,864</b>	<b>1,042,864</b>	<b>1,022,538</b>	<b>1,077,199</b>
<b>6604402</b>						
522900	ELECTRICITY	1,716	5,510	5,510	5,510	5,785
524200	REPAIR & MAINT S.S.	-	-	-	-	-
524500	MUNIS-TYLER TECH	-	13,415	13,415	13,415	13,415
527300	RENTAL EQUIP.	37,841	39,255	39,255	39,255	40,435
529700	SOIL REMOVAL	-	10,000	10,000	-	10,000
530000	PROF SERVICES	-	4,000	4,000	4,000	4,120
530800	METER READING SERVICE	59,874	62,500	62,500	62,500	80,000
530800	BILLING SERVICES	-	-	-	-	-
530800	BILLING SOFTWARE MAINT	-	-	-	-	-
530800	BILLING SOFTWARE UPGRADE	-	16,850	16,850	16,850	91,850
530900	CONTRACT PATCH	45,000	46,350	46,350	46,350	47,740
531600	POLICE DETAILS	3,670	6,770	6,770	6,770	6,905
534100	TELEPHONE	1,145	1,440	1,440	1,440	1,470
534800	GIS MAINTENANCE	2,730	30,000	30,000	30,000	30,000
538200	OUTSIDE LABOR	3,480	5,640	5,640	5,640	5,810
553100	PUBLIC WORKS SUPPLIES	61,231	63,100	63,100	63,100	64,995
553500	METER MODERNIZATION	-	-	-	-	-
569400	MWRA ASSESSMENT (R)	4,652,803	4,666,517	4,666,517	4,664,723	4,672,173
573400	STREET OPENING PERMITS	3,475	6,000	6,000	3,000	6,000
578500	SEWER RESERVE	7,535	74,450	74,450	4,450	76,685
	<b>TOTAL OTHER EXPENSES</b>	<b>4,880,501</b>	<b>5,051,797</b>	<b>5,051,797</b>	<b>4,967,003</b>	<b>5,157,383</b>

**Town of Belmont**  
**SEWER ENTERPRISE EXPENDITURES**  
**Fiscal Year 2016**

<b>Org &amp; Object #</b>	<b>Account Title</b>	<b>FY14 EXPENDED</b>	<b>FY15 FINAL BUDGET</b>	<b>FY15 ADJ BUDGET</b>	<b>FY15 EST EXPENSE</b>	<b>FY16 FINAL BUDGET</b>
<b><u>6607102</u></b>						
591208	Sewer Prin to FY16	125,000	125,000	125,000	125,000	125,000
591216	Sewer MWRA to FY 11	-	-	-	-	-
591217	Sewer MWRA to FY19	75,086	75,086	75,086	111,881	111,881
591221	Sewer MWPAT to 2031	372,838	292,902	292,902	292,902	321,551
591218	Sewer Prin - new debt					
<b><u>6607512</u></b>						
591208	Sewer Int to FY16	73,888	73,888	73,888	73,888	63,575
591221	Sewer MWPAT to 2031	172,435	172,435	172,435	172,435	222,776
558900	MWPAT Origination Fee	-	-	-	-	63,199
591218	Sewer Int - new debt	256,881	256,881	256,881	256,881	93,037
	<b><u>TOTAL DEBT SERVICE</u></b>	<b><u>1,076,128</u></b>	<b><u>996,192</u></b>	<b><u>996,192</u></b>	<b><u>1,032,987</u></b>	<b><u>1,001,019</u></b>
	<b>ADMINISTRATION COST</b>					
	<b><u>INTERGOVERNMENTAL</u></b>					
<b><u>6604</u></b>						
596000	INDIRECT COST REIMB TO TOWN	126,875	126,875	126,875	126,875	130,000
596000	TRANSFER TO OPEB TRUST	2,034	5,294	5,294	5,294	7,335
<b><u>66550233</u></b>						
	RADIO Conversion					
589500	FY00 SEWER I & I CONSTRUCTION					
<b><u>66550683</u></b>						
587000	TRUCKS	185,200	119,600	119,600	119,600	178,500
<b><u>66550703</u></b>						
585000	GIS ENGINEERING AND HARDWARE	-	-	-	-	-
<b><u>66550663</u></b>						
589500	SEWER & DRAIN REPLACEMENT	300,000	300,000	300,000	300,000	300,000
<b><u>66550673</u></b>						
589500	SEWER BOND	-	-	-	-	-
	<b><u>CAPITAL OUTLAY</u></b>	<b><u>485,200</u></b>	<b><u>419,600</u></b>	<b><u>419,600</u></b>	<b><u>419,600</u></b>	<b><u>478,500</u></b>
	<b>TOTAL SANITARY SEWER MAINT</b>	<b>7,585,229</b>	<b>7,642,622</b>	<b>7,642,622</b>	<b>7,574,297</b>	<b>7,851,436</b>

**Town of Belmont  
SEWER ENTERPRISE EXPENDITURES  
Fiscal Year 2016**

Org & Object #	Account Title	FY14 EXPENDED	FY15 FINAL BUDGET	FY15 ADJ BUDGET	FY15 EST EXPENSE	FY16 FINAL BUDGET
<b>6604441</b>	<b>STORMWATER MAINT. (R)</b>					
511000	FULL TIME WAGE	176,353	203,480	203,480	198,480	204,276
513000	OVERTIME	-	-	-	-	-
514000	ON CALL	-	-	-	-	-
514800	LONGEVITY	1,300	1,250	1,250	650	1,050
515500	CDL STIPEND	4,695	5,200	5,200	5,200	5,200
517000	HEALTH INSURANCE	38,580	38,580	38,580	38,580	42,115
517200	WORKERS COMP.	10,620	10,620	10,620	-	-
517800	MEDICARE	3,033	3,092	3,092	3,092	3,100
517900	LIFE INSURANCE					
519003	CLOTHING ALLOWANCE	2,733	3,280	3,280	2,460	3,280
	<b>PERSONAL SERVICES</b>	<b>237,315</b>	<b>265,502</b>	<b>265,502</b>	<b>248,462</b>	<b>259,021</b>
<b>6604442</b>						
522900	ELECTRICITY	256	570	570	570	600
527300	RENTAL EQUIPMENT	11,840	12,935	12,935	12,935	13,325
529700	SOIL REMOVAL	-	10,000	10,000	-	10,000
530002	ABC STORMWATER GAUGE	8,000	8,665	8,665	8,000	8,665
530006	STORMWATER REGULATION	13,703	50,000	50,000	20,000	50,000
530900	CONTR PERM PATCH	17,730	18,260	18,260	18,260	18,810
538200	OUTSIDE LABOR	84,797	73,230	73,230	73,230	73,230
553100	PUB. WKS. SUPP.	17,885	18,975	18,975	18,975	19,545
573400	STREET OPENING PERMITS	-	4,000	4,000	2,000	4,000
591208	MWRA LOAN REPAYMENT	-	-	-	-	-
	<b>TOTAL OTHER EXPENSES</b>	<b>154,212</b>	<b>196,635</b>	<b>196,635</b>	<b>153,970</b>	<b>198,175</b>
6604443						
587000	<b>REPLACE OFFICE EQUIPMENT</b>					
	<b>TOTAL STORMWATER MAINT.</b>	<b>391,527</b>	<b>462,137</b>	<b>462,137</b>	<b>402,432</b>	<b>457,196</b>
	<b>TOTAL SEWER ENTERPRISE</b>	<b>7,976,756</b>	<b>8,104,759</b>	<b>8,104,759</b>	<b>7,976,729</b>	<b>8,308,632</b>
		7,976,756	8,104,759	8,104,759	7,976,729	8,308,632
	SANITARY SEWER MAINTENANCE	2,805,551	2,849,230	2,849,230	2,782,699	3,049,263
	MWRA SEWER ASSESSMENT	4,652,803	4,666,517	4,666,517	4,664,723	4,672,173
	INDIRECT COST REIMBURSEMENT	126,875	126,875	126,875	126,875	130,000
	STORMWATER MAINT	391,527	462,137	462,137	402,432	457,196
	<b>TOTAL SEWER ENTERPRISE</b>	<b>7,976,756</b>	<b>8,104,759</b>	<b>8,104,759</b>	<b>7,976,729</b>	<b>8,308,632</b>
	Budgeted Enterprise Revenue					
	Total Revenue to be raised	7,701,756	7,829,756	7,829,756	7,701,726	8,033,632
	Planned use of Retained earnings	275,000	275,003	275,003	275,003	275,000
	Total Revenues	7,976,756	8,104,759	8,104,759	7,976,729	8,308,632

**FY2016 Capital Budget Committee  
Report to Belmont 2015 Annual Town Meeting**

**Introduction**

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

The report touches on the following topics:

- Who Is the CBC and What Does It Do?
- What is the Difference between the Common Understanding of "Capital Asset" and the CBC Responsibility?
- Some General Remarks
- The Community Preservation Act and Its Interaction with the Capital Budget
- The Town's Roads and Sidewalks
- Status of Large, Extraordinary Capital Projects
- Policy Adoptions
- Financial Task Force Capital Budget Recommendations
- 2015 Override
- Recommendations for FY2016 Capital Budget
- Enterprise Funds
- Five-Year Projection of Belmont's Capital Needs
- Privately Funded Capital Improvements

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

## **Who Is the CBC and What Does It Do?**

The Capital Budget Committee is established by Article 13 of the Town by-laws. There are seven members: three are appointed by the Moderator for terms of three years; the other four are the chairman (or a member appointed by the chairman) of the Board of Selectmen, the Warrant Committee, the Planning Board, and the School Committee, all of whom serve at the pleasure of the appointing authority. The members of the Committee who acted on the FY2016 Capital Budget recommendations are:

Anne Lougée (School Committee) (Through April 2015 Town Elections)  
Susan Burgess-Cox (School Committee) (Beginning with Town Elections)  
Jennifer Fallon (Warrant Committee)  
M. Patricia Brusch (Moderator appointee)  
Michael Battista (Planning Board)  
Sami Baghdady (Board of Selectmen)  
Rebecca Vose (Moderator appointee)  
Anne Marie Mahoney (Moderator appointee)

Mrs. Mahoney serves as the Committee's chairman and Ms. Vose serves as its secretary. Glen Castro, Budget Analyst for the Town, serves as staff liaison to the Committee. David Kale, Town Administrator, attends Committee meetings.

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

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

This spring the Committee has devoted its time to review and analyze the FY2016 capital requests from town departments and the schools.

While the CBC has identified major projects that need to be addressed, this year the Financial Task Force sub-group on Capital Projects has examined all outstanding capital needs in the Town with a goal of providing a comprehensive plan to deal with them; the Facilities Manager hired in calendar 2013 presented a refined and coordinated set of capital requests. (More detail on these developments is presented below.) To aid in the comprehensive planning of capital projects, the CBC took time after the 2013 Annual Town Meeting to develop criteria for assessing and prioritizing all the Town's potential capital projects, including the Concord Avenue campus and its component parts. These criteria were refined and became part of the working material for the Capital Projects sub-group of the Financial Task Force.

The Underwood pool project funded by a 2014 debt exclusion vote and Community Preservation Act (CPA) funds is heading toward completion. The Belmont Center Reconstruction project, whose funding was approved by a special Town Meeting in November, 2014, will be done in the summer of 2015.

In an effort to streamline the Capital Budget process, the Committee has requested that a preliminary or draft capital budget be formulated through the Town Administrator and then presented to the Capital Budget Committee in the same manner as the current operating budget is formulated each year by the Town Administrator and presented to the Board of Selectmen and then to the Warrant Committee. For items recommended by the School Department, the requests are first reviewed by the School Committee, some changes made and then these are forwarded to the Capital Budget Committee. Requests that are funded by the Town's enterprise funds are submitted directly to the Committee for recommendations to Town Meeting. In preparing to recommend an annual Capital Budget, the Committee collects requests from Town departments (including the School Department) for capital expenditures to be made from enterprise funds, from state reimbursements, and from general tax. With respect to items to be paid from general tax, the Board of Selectmen proposes to the Warrant Committee and the Capital Budget Committee an amount to be spent in the Capital Budget. (The override vote in April, which approved additional funding for the capital budget in FY16 and FY17, will be discussed in greater detail below.) After receiving requests from Town departments and [a] proposed general tax budget allocation[s] from the Board of Selectmen, the Committee, at its meetings, interviews department representatives from those departments that have made requests. This year- as for the last several years- the process began with the individual members of this Committee reviewing copies of the departmental requests and developing individual questions regarding those requests. Those individual questions were then pooled and submitted to the departments in writing.

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

With the hiring of a new facilities manager, all building related requests for the entire town and school buildings, with the exception of the library, have been combined. It should be noted, however, that this year the Library is finalizing a plan to work with the facilities manager along with all other Town departments. This year the Facilities Department requested items for the high school, school buildings envelope, DPW and town-wide security.

<sup>1</sup> In some instances department heads withdraw or adjust specific requests as a result of new information that becomes available after budgets have been submitted and sometimes as a result of the interview process itself. This happened in a few instances for FY2016.

## **What Is the Difference between the Common Understanding of "Capital Asset" and the CBC Responsibility?**

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

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

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

Although the existing criteria for inclusion in the Town's Capital Budget could be considered very outdated, the CBC's review of the criteria last spring produced no significant changes. The CBC communicates with the Town departments on a regular basis about what it expects to see in capital requests and what it will not entertain. The Committee ultimately decided that there were no comprehensive criteria that could adequately define what departments should consider capital requests and decided to leave the loose criteria of \$10,000 minimum and at least ten years of useful life, with the exception of technology. The Committee also recommended that the Town should consider establishing a technology fund for computer and other technological purchases. In addition to dealing with technology, the Committee will also explore what to a recommendation to the BOS on handling the facility manager's requests so that requested items qualify as capital.

Meanwhile, increasing pressure on the Town's operating budget resulted in the virtual elimination of a line item ("Capital Outlay") in departmental budgets under which the small or recurring capital items had been purchased. (This line item has now been restored, but for FY2016 the limited funds available do not militate in favor of adequate funding of many requests under this category.) An even more insidious thing began to happen. Maintenance was not pursued. As noted below, the inevitable result of wear, tear, and simple weathering plus maintenance neglect is the seeming transmutation of a current expense item (maintenance) into a seeming capital expenditure (starting all over again). The current dismaying condition of the Town's streets, some of which have deteriorated so badly that they cannot be repaired but must be rebuilt -literally from the ground up- resulted (unsuccessfully, as noted below) in a targeted, separate funding proposal.

Confronted by increasing pressure from smaller or recurring requests, previous Capital Budget Committees, loathe to see necessary expenditures unmet, tried to accommodate small items and recurring items within previous Capital Budgets – often by turning a blind eye to the practice of aggregating separate items in order to meet the \$10,000 threshold. As noted below, the current Capital Budget Committee is making a vigorous effort to confine the Capital Budget to items that are truly "public improvements and non-recurring major equipment needs." As also noted below, however, members of the Committee do not feel that small capital items and recurring capital items are inappropriate expenditures for the Town; indeed, members of the Committee feel that the smaller capital expenditures, recurring expenditures, and maintenance of capital assets are very important and should be funded annually under their own explicit headings in each department's operating budget. The members of the Committee feel, however, that the Capital Budget should be available to meet the needs of the Town that are truly "public improvements and non-recurring major equipment." If at the end of the review process there is a small amount of money remaining in the capital budget allocation, the Committee has recommended funding maintenance or repairs that should have been included in the regular operating budgets of certain departments when those repairs relate to health and safety issues, e.g., the air duct cleaning of the schools in FY2012.

### **Some General Remarks**

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

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

These studies form the basis of the extraordinary, large capital projects discussed below or for individual current capital budget requests.

The Committee applauds the Town for taking steps toward a coordinated approach to its capital needs and budgeting for those capital needs. Three years ago the School Committee and the Board of Selectmen entered into an agreement to create a single department that will deal with building and grounds maintenance and needs. The Library Trustees were not signatories to this agreement, however, they have benefitted from input on their capital requests from the new director. The Library Trustees are currently finalizing an agreement to become part of the consolidated facilities department. In the fall of 2013 the Town hired a director for this

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

consolidated facilities department. In FY2013, in anticipation of the initial work that will be done by this department, the building managers of the Town and the School Department recommended a facility audit of all buildings that have not been renovated in the last twelve (12) years in order to assess their status and to enable this new department head to begin to prioritize projects. The amount appropriated was \$175,000. The audit is now complete and has informed the capital requests for facilities for FY16. The Committee will work with the BOS to ensure that the Facilities Department is adequately funded in the operating budget to handle routine maintenance.

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

### **Community Preservation Act and Its Interplay with the Capital Budget**

As has been reported previously herein, the Capital Budget Committee has long supported additional funding to address the Town's capital budget needs. One new source of funding for certain types of capital projects is the Community Preservation Act (CPA) adopted by the Town in 2011 after voters accepted the act in November 2010. Fiscal 2014 was the first year of funding of projects under the CPA. Eligible projects must fall into the categories of housing, recreation/open space, and historic preservation. This Committee is again pleased to see the range of projects proposed by the CPA Committee for funding. Some, if not most, of these projects would not meet the criteria for funding in the capital budget, not because they lack merit but because the Town has long stopped supporting certain types of projects for lack of money. Further, the projects on which CPA money can be spent for the most part are not considered central to the core functions of town government. For example, on last year's list of requests, was \$2.0 million for the Underwood pool project which, in the view of the CBC, is a good use of these CPA funds because it removes the burden of one outstanding capital project. This year the CPA is proposing funds to rebuild the Pequossette tennis courts. This would most certainly be a CBC request were it not funded by the CPA. CPA funds may not always lessen the burden on the Town's capital budget but will support worthy projects that enhance the quality of life in Belmont and preserve valuable public assets that would otherwise suffer neglect.

### **The Town's Roads and Sidewalks**

Although the maintenance (including rebuilding, if needed) of the network of streets in Town is (or should be) a recurring item, the funds for providing the Town with its streets have traditionally been included in the Capital Budget. As this Committee has observed previously, since much of the work on the Town's streets must be planned and contracted for in advance and actually accomplished in warm weather over more than one fiscal year, the pavement management program of the Town would greatly benefit from a stable and predictable budgeting atmosphere. An adequate pavement management program could easily use the Town's entire Capital Budget, but this Committee believes that some of the funds available to the Capital Budget should be available for the Town's many other capital needs. In an effort to address as many needs as feasible, this Committee regularly recommends about half its annual allocation

(an amount based on the 2001 override) plus the targeted state aid ("Chapter 90") to roads, and the remainder to other capital requests. In order to make the available road funds as effective as possible, the Selectmen have instructed the Department of Community Development to expend funds only on the travel surface, omitting almost all curb and sidewalk work. Last year the Committee was able to use \$200,000 in one-time funds for sidewalks and this year, the override vote included \$200,000 for sidewalk repair. (The Department includes curbs and handicap accessible sidewalks at intersections. The Trapelo Road/Belmont Street corridor will include both sidewalks and curbs because that is a state – and state-funded -project.)

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

### **Status of Large, Extraordinary Capital Projects**

Here is a summary of some of the large capital projects the Town is pursuing or faces-projects that cannot be undertaken within this Committee's annual allocations from general tax.

#### *High School*

In 2006, Town Meeting approved a Statement of Interest be submitted to the MSBA (Massachusetts School Building Authority), the State authority that funds reimbursement of school building projects. The School Department submitted an updated Statement of Interest to the MSBA in April 2015. In 2004, a study was done of Belmont High School, which showed areas of deficiency (science labs, fire alarm system, HVAC and electrical updates) and recommended a total renovation. Estimates at that time indicated that such a total renovation would cost \$62.3M. This figure was updated in 2007 to be \$70M and is now over \$100M.

Given the lack of forward progress on a high school renovation project, the Capital Budget Committee has recommended, and Town Meeting has approved, upgrades to a number of different parts of the overall project. All of these upgrades are compatible with the Master Plan and will result in some decrease in the scope of the major project. All of the rooftop HVAC units have been replaced, some through the ESCO project and some through borrowing with repayment over seven years from the capital budget allocation. FY2014 was the final year of this bond. Also burners have been replaced in the high school furnaces, and a program has been undertaken to replace the unit ventilators in the classroom wings. The Building Envelope Project (mentioned previously in this report) provided funding to deal with most of the major repointing needs at the high school. All of this work has been deemed by the Committee to be necessary to keep the high school building functional. The larger renovation project, as well as work on the entire Concord Avenue corridor (rink and White field house but excluding the Underwood pool), needs to be addressed fairly soon in the view of the Committee.

This year's Capital Budget includes a request for replacement of the high school fire alarm system which is original to the building (1971). Following the recommendation of the Fire Chief the Committee deems this to be a matter of safety that must be addressed and has determined to fund it this year using the full bonding capacity for FY16 and FY17 provided by the 2015 override.

### *Memorial Library Building*

The Belmont Public Library is almost 50 years old and in need of major renovation. The Library Trustees are now contemplating undertaking a new feasibility study that will address how to meet its future needs while keeping the library on its current site. The study is a necessary first step in the process of reapplying to the Massachusetts Board of Library Commissioners.

### *Police Station*

In 2007-2008, a feasibility study was done of the Police Station currently located on Concord Avenue across from the Town Hall. The study explored a renovated facility on the current site and also explored a new facility located at either the current site or at the site of the Belmont Public Library. For many reasons the best location was deemed to be at the existing library site. However, that site now will be needed for a new or renovated library; therefore it will not be available for a Police Station. Also, the construction of a new Electric Light Substation will make that area currently next to the Police Station available space for another project, something that was not contemplated in the previous study (the rest of the Building further away from the Station was explored but not the substation part).

### *Department of Public Works Facility*

In 2006, a study was done of the needs of the DPW, which includes many departments, among them Cemetery, Water, Parks and Recreation, and Highway. The estimated cost of consolidating and replacing the buildings on site at the Town yard was nearly \$20M (in 2006 dollars). This estimate will be updated as part of the facilities audit.

### *Other Projects*

There are other, less-well-defined projects that have received some consideration by this or other committees of the Town. They include the White field house and the Viglirolo skating rink as well as the future use of the incinerator site once it is capped. Also on the horizon are some updating needs at schools that have not been renovated in the past 20 years. These include the Daniel Butler School (renovated in 1979-80), and the Winn Brook and Burbank Schools (renovated in 1987-89). A study to explore the needs for these facilities is among the items to be covered in the facilities audit.

## **Policy Adoptions**

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

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

This policy is as follows:

The Capital Projects Discretionary budget will set aside not more than 33% for debt service/lease purchase payments. The request must be greater than \$100,000 with a useful life of 10 years. The Treasurer will provide annually and update the

Capital Budget Committee with an amortization schedule of payments. The Capital Budget Committee will review this policy annually by February 1 and forward to the BOS, Warrant Committee, Town Accountant, and Treasurer an update on the review.

Also in 2013, the Committee has endorsed a policy with respect to multi-year capital projects that it will not recommend funding the next year of such projects until already committed funds have been expended.

### **Financial Task Force Capital Budget Recommendations**

As noted above, in the late fall of 2013, the Board of Selectmen formed a Financial Task Force with broad representation from elected and appointed committees and boards as well as citizens with financial expertise. The purpose of the task force is "to develop a multi-year Financial and Capital Investment Plan; to critically review various programmatic topics for both Town and School Departments; to understand current and future expenditure and revenue issues to support quality municipal and educational services and capital improvements." The FTF met monthly through January, 2015. The work of the various sub-groups of the FTF resulted in the Selectmen's decision in February, 2015 to place a \$4.5 million override on the annual Town election ballot in April. The override passed and details of the impact on the CBC are outlined in a separate section of this report.

Sub-groups of the FTF worked independently on issues related to education, revenue opportunities, capital projects, Town government, and financial projections. The Capital Projects sub-group focused on forming a plan for monitoring, prioritizing, addressing and funding all outstanding capital projects. This plan will require updated feasibility studies and cost estimates as well as a look at all department synergy and available Town owned parcels. (See FTF report to Annual Town Meeting for further details.) The plan recognized that major Capital projects such as the Wellington School, Harris Track and Field, Belmont Center Reconstruction, the Belmont Municipal Light Department Substation, and Underwood Pool either have been completed in the past few years or are currently under construction. This leaves Belmont High School, the Library, the Police Station, the DPW facility, the incinerator site and the skating rink/White Field House to be addressed. (See FTF report for detail.) Based on the criteria of need, certain site, updated plan, and current cost estimate the sub-group recommended that the remaining projects be done in the following priority order: Belmont High School, incinerator site, DPW, Library and Police Station. Private donors are currently exploring the funding of skating rink and field house replacement. The sub-group, however, noted that state reimbursement for both the high school and the library is unpredictable, suggesting that other projects such as the DPW or incinerator site might proceed before them.

Additionally, the FTF Capital sub-group reiterated the CBC's yearly request for a predictable annual allocation of \$3.0 million for capital requests from the department heads.

### **2015 Override**

In April 2015, based on recommendations of the Financial Task Force, the citizens approved an override, a portion of which was dedicated to the capital budget. \$500,000 per year for FY16 and 17 will go to the Capital Budget for the purpose of funding more of the pavement

management program and for funding sidewalk repairs. It was the intent of the advisors to break that amount down with \$300,000 going to Pavement Management and \$200,000 to Sidewalk repairs. In addition, \$120,000 from the override in 2016, and an additional \$120,000 in 2017 will be dedicated to adding to the capital budget for the purpose of paying off short-term bonds to allow purchase of \$1M worth of bondable items. While the CBC is grateful for the additional funding, it does not come close to the request to add another \$2M in cash to the unrestricted capital budget on a yearly basis. Due to the public safety and emergency nature of the need for a new fire alarm system at Belmont High School, all of the money intended for borrowing will be used to fund bonds on the High School fire alarm system. As intended, money is also recommended to add to the pavement management program and to fund sidewalk repairs.

### **Recommendations for FY2016 Capital Budget**

For FY2016, the Committee initially received requests for more than \$5.4 million dollars in capital expenditures. This does not include requests that will be covered in separate Warrant articles for Chapter 90 funds and those for enterprise funds, which are generated from user fees. That will leave approximately \$5.4M in requests. The total funding for the Capital budget in FY2016 is \$1.8M – Capital Discretionary, \$1.5M - Pavement Management, \$0.8M - State Chapter 90 Funds, \$0.5M – Water Capital and \$0.5M – Sewer Capital. It should be noted that an additional \$500,000 for roads and sidewalks was added by the recent override. In late April 2015, the Town learned that it would receive another \$386K in unrestricted state aid. The BOS voted to use these one-time funds for additional capital projects.

Following discussions between departments and this Committee, and further investigations, some initial requests were modified or withdrawn altogether. Still, the amount requested for projects that this Committee believes are appropriate and important for the FY2016 capital budget, if funded immediately, exceeds the funds available.

The large amount of the requests and the limited funds available allows the Committee to address only the most pressing requests each year. As reported to past Town Meetings, the Committee believes that the Town's allocation to the Capital Budget each year should be at least \$3.0 million (exclusive of money devoted to roads) and that that amount should increase each year by the same 2 ½ % allowed to other aspects of the Town's general tax budget. Although the 2 ½ % annual growth has been put into practice in some years (and in this year) for the Pavement Management Program, the base figure is nowhere near the \$3.0 million recommendation. Moreover, a study of the five-year chart at the end of this report indicates that, even with an increased allocation, some years will present a challenge. Without increased allocations, further creative financing is inevitable. In addition, the Committee has gone on record as strongly supporting the efforts of the Warrant Committee to establish a system whereby the condition of the Town's large capital assets can be assessed, indexed, and tracked from year to year.

The warrant will contain the Committee's FY2016 recommendations. In addition to the annual Capital allocation, this Committee routinely recommends reallocation of funds previously appropriated for capital projects that are now complete.

## PUBLIC SAFETY

*Police Equipment:* The Police Department's request for radio equipment is for the entire Town. This equipment is vital for communications between and among Town departments for health and safety purposes. This purchase will be financed using the borrowing capacity from the expiring bond for fire department apparatus.

*Police Radios:* This funds replacement of half of the Department's radios, which are now 9 years old.

*Fire Trucks:* The CBC approved the replacement of the 1999 ladder truck and the 1988 pumper truck in 2013. In a plan formulated by the Town Treasurer, these trucks along with a School Department SUV were combined into a short-term bond issue. Orders for the fire vehicles were placed and the two new trucks were delivered in the second half of 2014. Fiscal 2016 is the second year of the bond payment. A required payment for the fourth year (of five) equipment lease purchase agreement is included in this year's recommendations.

*Ambulance Replacement:* This is the second year of the Fire Department's new five-year program to fund a replacement ambulance and monitor by setting aside \$57,000 from Advanced Life Saving (ALS) receipts annually. Five years is the life-expectancy of front-line equipment. The current ambulance would then become the back-up vehicle. The funds in this "equipment replacement" account are in addition to the Committee's annual budget allocation.

## PUBLIC FACILITIES

*Town Wide Security:* This provides design funds for integrating systems in all Town and School Buildings. Last year capital budget money paid for a study of these systems, which determined the need for integration and the way to do it.

*High School Fire Alarm System:* This year it was determined that the fire alarm system at the high school needs replacing. The 40 year-old system is original to the building. Replacement parts are no longer manufactured and are virtually impossible to come by. In the event the current alarm system fails, the building would have to be closed until it is replaced. Given the life-safety implications of a failed fire alarm at the high school, the Committee has decided to use the full \$1.0 million increased borrowing capacity for both FY 16 and FY17, which the override provided, to fund this project.

*Town Hall Fire Alarm System:* The current system is 15 years old and has unresolvable problems that dictate its complete replacement.

*High School Basketball Court Floor Replacement:* Donated funds will pay for a new Varsity court floor. This allocation will pay for a new surface for the one other court on the main floor of Wenner field house. The MSBA does not reimburse for renovations or new construction of field houses. Thus this is a project that should not be deferred until the high school project is undertaken in view of the dangerously deteriorated condition of the field house floor.

*System Wide Building Envelope:* This funds continued work on school buildings in a multi-year phased project (for more on this program see Some General Remarks.)

*Butler School Boiler Replacement and Asbestos Remediation:* This project replaces the boilers that are original to the building. It is the first year of a two-year project and involves asbestos removal.

*Butler School Fire Alarm:* The alarm system is over 35 years old and will be replaced with a modern addressable system that has proper detection and notification device coverage for the entire building.

*Burbank School Boiler Replacement and Asbestos Remediation:* This project replaces the boilers that are original to the building. It is the first year of a two-year project and involves asbestos removal.

*Burbank School Boiler Room Piping Asbestos Abatement:* The boiler room piping insulation consists of asbestos containing materials, which will be removed as part of the boiler replacement project.

## LIBRARY

*Feasibility Study:* This amount funds one-half of the cost of a feasibility study for renovation or reconstruction of the library on its current site. The Library Trustees have funding from another source to defray the balance.

*Storage Shed:* For safety reasons on the advice of the Fire Department, the Library needs a shed for storage of its gas-powered snow removal and lawn maintenance equipment.

## DEPARTMENT OF PUBLIC WORKS

*Replace Pick-up Truck:* This is a 2007 pick-up truck (Vehicle #5) that is in daily use by the Highway Division.

*Resurface Basketball Courts at Pequossette Field:* This will patch and reseal the courts at this location.

*Turf Field Utility Tractor:* This will be used to clean and maintain the new turf field. It can be used on other Town fields. The alternative is renting this equipment or hiring a sub-contractor at considerable expense.

*Fifteen-Person Passenger Van:* This replaces a 2004 van used by the Recreation Division for its S.P.O.R.T. and youth recreation programs.

*Sidewalk Snow Blower:* This equipment will increase the DPW's capacity for clearing of Town-owned sidewalks.

*Sidewalks:* This will pay for sidewalk repair in Town and is funded by the 2015 override.

## OFFICE OF COMMUNITY DEVELOPMENT

*Burbank School Curbing and Sidewalks:* This work enhances pedestrian safety for children walking to the Burbank School and will be undertaken in conjunction with the repaving of Sharpe Road.

*Traffic Mitigation-Raised Intersection:* This funds a raised intersection at Lexington and Sycamore Streets, which accident data shows poses serious problems to drivers, and is a less expensive way to discourage speeding than a traffic light.

*Community Path Feasibility Study:* A feasibility study will identify engineering issues of potential routes of a community path and is a necessary pre-requisite for applying to the state for grant funds for the design and construction of the project.

*Pavement Management:* This continues the yearly infusion of money into the Town's Pavement Management program, which is discussed in greater detail in the narrative of the report. The Director of Community Development will report at Town Meeting on the specific streets to be paved with the FY 2016 funds.

## ENTERPRISE FUNDS

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

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

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

*Spy Pond Water Quality Testing:* Necessary water quality testing and corrective measures in the Spy Pond drainage area. This will be a multi-year project.

*Sewer and Drain Repair:* This funds the Town's ongoing program to repair infrastructure and alleviate flooding.

## **Five-Year Projection of Belmont's Capital Needs**

It is the responsibility of the Capital Budget Committee to present to the Town Meeting, in addition to the items to be funded in the upcoming fiscal year, a list of the expected projects for the following five years. (The available data, however, is often not precisely five years: the implications of some entries go beyond five years and, in a few instances, only four years projections are available. FY2016, dealt with above, is sometimes taken as year one.) In the past, it has been the practice of the Capital Budget Committee to compile this five year list from requests from department heads and to present it largely unaltered.<sup>3</sup> For this year, we will continue with this practice. In particular, we have not deleted items that are to us not within our mandate (see second section, above). The appearance of an item in the chart should not be taken as a decision on our part that an item is properly within this Committee's jurisdiction. We might later screen out some items as more appropriate for the operating budget. This chart is a raw document for planning purposes only. The items in the chart have not been "vetted" either by the Town Administrator or the Capital Budget Committee. The chart is attached to this report.

One will note in the chart that there are items requested for buildings that may receive major renovation or replacement in the future. We are uncertain of the timing of any of these projects, and so have included repairs that have been identified in the year that it appears such a need will occur. It is expected that any expenditures of a capital nature will be carefully thought out in terms of the expected future of the facility. However, the buildings do have to function, and be safe and comfortable, for as long as they are being used.

The future of the Roof Replacement Program (mentioned earlier) should be mentioned again. This is a program that was begun about fifteen years ago. The purpose was to set aside an amount of money each year to take care of the neediest roofs. The sum of \$300,000 was decided upon and the Town engaged a consultant to determine the condition of the roofs and create a replacement/major repair program. The original program has been completed, but recent experience at the Police Station has reminded us that it is necessary to take a further look at roofs that were in good condition when the initial study was done and determine the quality of roofs that were deemed in good shape fifteen years ago. The Facilities Audit will serve this purpose.

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

<sup>3</sup> Some changes have been made, however, for editorial consistency. Another change is that the requests for FY2016 that could not be recommended have been added to the appropriate year (usually FY2017). The later change is somewhat arbitrary because many of these requests will in fact be modified before the departments make them (or substitute requests) again. This is because it often seemingly puts two years of a multi-year project into one year and because of "work arounds" that departments may have devised in the meantime. These workarounds may involve grants, gifts, funds diverted from operations, help from other departments, different approaches to the underlying problem, combination with other projects, and so forth. The Committee, however, believes it is best to keep these matters in mind.

Several town departments make use of the Town antenna. This item is presented under the Police Department because that department has agreed to carry this item lest it be overlooked. The over-all expense is not an item entirely for the Police budget. Moreover, the over-all expense and phasing for this project have not yet been determined. The amount and phasing shown are very preliminary police estimates.

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

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

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

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

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

### **Privately Funded Capital Improvements**

Each year "private" groups such as the Soccer Association, Little League and Parents of ... groups provide much needed improvements and upgrades to our fields and recreational facilities. Without their generous support in donating irrigation systems for Winn Brook fields and sprucing up of the White Field House as two examples this much needed work would fall to the Capital Budget or become a request for CPA funds. This year private donations will fund the replacement of the varsity basketball court floor at the high school. This community spirit is much appreciated by the department heads and the Committee and should be recognized by the citizens of the Town.

Anne Marie Mahoney, Chairman  
Rebecca Vose, Secretary  
Sami Baghdady  
Michael Battista  
M. Patricia Brusch  
Susan Burgess-Cox  
Jennifer Fallon

## 1. Capital Discretionary

**FY16**

### DEPARTMENT OF PUBLIC WORKS

1. Sidewalk Snow Blower	\$	90,700
2. Sidewalk Maintenance	\$	200,000
3. Pick-up Truck Replacement	\$	39,250
4. Turf Field Utility Tractor	\$	25,985
5. Resurface Basketball Courts (Pequossette)	\$	25,000
6. Recreation - 15 Passenger Van Replacement	\$	32,450
<b>Subtotal</b>	<b>\$</b>	<b>413,385</b>

### POLICE DEPARTMENT

1. Replace Portable Radios	\$	123,415
<b>Subtotal</b>	<b>\$</b>	<b>123,415</b>

### LIBRARY

1. Storage Shed for Gas-Powered Equipment	\$	10,000
2. Feasibility Study	\$	45,000
<b>Subtotal</b>	<b>\$</b>	<b>55,000</b>

### FIRE DEPARTMENT

1. Public Safety Equipment Lease Payment (Year 4)	\$	120,000
2. Ambulance Replacement (Year 3)	\$	50,000
3. Cardiac Monitor Replacement (Year 3)	\$	7,000
<b>Subtotal</b>	<b>\$</b>	<b>177,000</b>

### FACILITIES DEPARTMENT

1. Town/School Security Upgrades Design (Year 2 of 5 multi-year security upgrades)	\$	100,000
2. Belmont High School (BHS) Fire Alarm System Replacement	\$	120,000
3. Town Hall - Fire Alarm System Replacement	\$	40,000
4. BHS Basketball Court Floor Replacement	\$	100,000
5. Butler School System Wide Building Envelope	\$	150,505
6. Butler School Boiler Replacement	\$	62,500
7. Butler School Fire Alarm System Replacement	\$	143,250
8. Burbank School Boiler Replacement	\$	150,310
<b>Subtotal</b>	<b>\$</b>	<b>866,565</b>

### COMMUNITY DEVELOPMENT

1. Burbank School Curbing-Sidewalks	\$	35,000
2. Traffic Speed Mitigation-Raised Intersection (Lexington Street and Sycamore Street)	\$	48,000
3. Community Path Feasibility Study	\$	100,000
<b>Subtotal</b>	<b>\$</b>	<b>183,000</b>

**GRAND TOTAL** \$ **1,818,365**

<b>2. Pavement Management</b>	<b>\$</b>	<b>1,549,000</b>
<b>3. Chapter 90</b>	<b>\$</b>	<b>801,398</b>
<b>4. Water</b>	<b>\$</b>	<b>503,000</b>
<b>5. Sewer</b>	<b>\$</b>	<b>478,500</b>

DEPARTMENT OF PUBLIC WORKS	FY17	FY18	FY19	FY20	FY21	TOTAL
Major Capital Equipment Replacement Costs						
<b>Highway</b>						
Sidewalk Snow Blower						\$ -
Material Spreader						\$ -
Sidewalk Maintenance	200,000	200,000	200,000	200,000	200,000	\$ 1,000,000
Heavy Equipment / Above Ground Mobile Lift	45,600	-	-	-	-	\$ 45,600
Central Fleet Fueling System		-	-	-	-	\$ -
Sidewalk Tractor	-	322,560	-	161,280	-	\$ 483,840
Brush Chipper	-	-	-	-	-	\$ -
Snowfighter Conversion	-	42,800	42,800	42,800	13,650	\$ 142,050
Pickup Truck	-	-	-	-	-	\$ -
Sidewalk Roller	-	-	15,000	-	-	\$ 15,000
Central Fleet Utility Truck				65,000	-	\$ 65,000
Dump Truck	67,900	-	-	-	-	\$ 67,900
<b>Parks</b>						
Pickup Truck	-	39,250	-	-	-	\$ 39,250
Turf Field Utility Tractor						\$ -
Replace Fibar for Playgrounds	12,400	-	-	-	-	\$ 12,400
Resurface Basketball Courts Pequossette	-	-	-	-	-	\$ -
Resurface Grove Street Tennis Courts						\$ -
Underwood Pool-Replace Electric Motors 2 Pumps						\$ -
Dump Truck	-	-	-	67,900	-	\$ 67,900
Chiller Barrel at Skating Rink	-	21,000	-	-	-	\$ 21,000
Chain Link Fence Replacement Program	-	-	-	-	-	\$ -
Zamboni Ice Making Machine	90,000	-	-	-	-	\$ 90,000
Riding Mower	-	-	-	-	-	\$ -
Close in Hockey Rink Suspended Ceiling	-	73,500	-	-	-	\$ 73,500
Front End Loader	-	-	82,700	-	-	\$ 82,700
<b>Recreation</b>						
15 Passenger Van						\$ -
<b>Cemetery</b>						
Dump Truck	67,900	-	-	67,900	-	\$ 135,800
Mower	13,600	-	-	-	-	\$ 13,600
Backhoe	-	94,200	-	-	-	\$ 94,200
Pickup Truck	-	-	39,250	-	-	\$ 39,250
Grove Street Master Plan						\$ -
	\$ 497,400	\$ 793,310	\$ 379,750	\$ 604,880	\$ 213,650	\$ 2,488,990
						2,488,990

<b>POLICE DEPARTMENT</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
Police Radio Comparator	\$ -	\$ -	\$ -	\$ -		\$ -
Two Domain Controller Servers	-	-	-	18,000		\$ 18,000
Main and Standby Repeaters	-	-	-	-		\$ -
CAD / Records management Server4 & QED	-	-	-	-	25,000	\$ 25,000
Fuel Tank & Overhaul Emergency Generator	-	-	-	-		\$ -
Replace Livescan Fingerprint System						\$ -
Traffic Speed Trailer	-	-	-			\$ -
Electronic Sign / Information Board Trailer	-	-	-	-		\$ -
Incident Command Vehicle	-	-	-			\$ -
Replace BAPER N Radio Control System	-	-	-	-		\$ -
Replace Radio Equipment (Town Wide Request)	-	-	-	-		\$ -
Replace File Server and Backup Hardware	25,000	-	-	-		\$ 25,000
Replace Portable Radios	13,585	120,000	-	-		\$ 133,585
Replace Fuel Accounting System	-	24,000	-	-		\$ 24,000
Net Clock System	-	-	28,000	-		\$ 28,000
Replace Network Switches	-		24,000			\$ 24,000
Telephone Log Recorder	-					\$ -
Fiber Optics-JPSC	-					\$ -
Fire Box Receiving System	-	-	-	-		\$ -
	<b>\$ 38,585</b>	<b>\$ 144,000</b>	<b>\$ 52,000</b>	<b>\$ 18,000</b>	<b>\$ 25,000</b>	<b>\$ 277,585</b>
						277,585
<b>TOWN CLERK</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
Election Systems Upgrade	-	68,000	-	-	-	\$ 68,000
	\$ -	\$ 68,000	\$ -	\$ -	-	\$ 68,000
<b>HEALTH</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
Animal Control Van	36,000	-	-	-	-	\$ 36,000
Inspection Vehicle		-	-	35,000	-	\$ 35,000
	<b>36,000</b>	-	-	<b>35,000</b>	-	<b>71,000</b>
						71,000
<b>INFORMATION TECHNOLOGY</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
Network Construction Services	\$ -	\$ 80,000	\$ 125,000	\$ 125,000		\$ 330,000
Electronic File Storage	\$ -	90,000	\$ -	\$ -	\$ 90,000	\$ 180,000
	<b>\$ -</b>	<b>\$ 170,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 90,000</b>	<b>\$ 510,000</b>
						510,000

<b>LIBRARY</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
(Existing Bldg.) Elevator	-	-	-	-	-	-
(Existing Bldg.) Children's reconfiguration	\$ -	\$ -	\$ -	\$ -	-	-
(Existing Bldg.) Automatic door openers	-	-	-	-	-	-
(Existing Bldg.) Storm Windows Replacement	-	57,487	-	-	-	57,487
(Existing Bldg.) Radio-Frequency Identification (RFID)	-	14,255	-	-	-	14,255
(Existing Bldg.) Boiler (HVAC System)	1,079,721	-	-	-	-	1,079,721
(Existing Bldg.) New Lighting	-	-	-	364,362	-	364,362
(Existing Bldg.) New Power	-	-	-	566,785	-	566,785
(Existing Bldg.)Interior Painting (Added to General Fund)	-	-	-	-	-	-
(Existing Bldg.)Repair Roof Structure	-	-	132,858	-	-	132,858
Feasibility Study	-	-	-	-	-	-
Storage Shed for Gas-Powered Equipment	-	-	-	-	-	-
(Existing Bldg.)Replace Roof	-	-	159,430	-	-	159,430
(Existing Bldg.)Carpet	-	205,250	-	-	-	205,250
(Existing Bldg.)Fire Suppression System	-	-	-	-	-	-
<b>Sub Total</b>	<b>1,079,721</b>	<b>276,992</b>	<b>292,288</b>	<b>931,147</b>	<b>-</b>	<b>2,580,148</b>
15% Contractor's Overhead	161,958	41,549	43,843	139,672	-	387,022
10% Contingency	124,168	31,854	33,613	107,082	-	296,717
	<b>1,365,847</b>	<b>350,395</b>	<b>369,744</b>	<b>1,177,901</b>	<b>-</b>	<b>\$ 3,263,887</b>
						3,263,887
<b>FIRE DEPARTMENT</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
FY12 Public Safety Lease Payment (Required for FY16)	\$ -	\$ -	\$ -	\$ -	\$ -	-
*Ambulance Replacement*	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	250,000
*Cardiac Monitor Replacement*	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	-	28,000
Public Safety Hardware, Software License, and Equipment	\$ 120,000	\$ -	\$ -	\$ -	\$ -	120,000
Thermal Imaging Cameras Replacement	-	-	-	-	-	-
Shift Com Response Vehicle	-	-	-	-	-	-
Ladder Truck Replacement	-	-	-	-	-	-
Replace 1988 Engine	-	-	-	-	-	-
Fiber Optic Cable Network Expansion	-	-	-	-	-	-
Fire Ambulance / Monitor replacement program	-	-	-	-	-	-
Staff Vehicle	50,000	-	-	-	-	50,000
Portable Radios	-	-	-	-	-	-
Replace Squad 1	-	50,000	-	-	-	50,000
Shift Commander's Vehicle	-	-	57,000	-	-	57,000
Replace 2003 Pumper	-	-	-	525,000	-	525,000
	<b>\$ 277,000</b>	<b>\$ 107,000</b>	<b>\$ 114,000</b>	<b>\$ 582,000</b>	<b>\$ -</b>	<b>\$ 1,080,000</b>
						\$ 1,080,000
	*Prior year appropriations - 1. Rescue Ambulance \$100,000 2. Cardiac Monitor Replacement \$14,000					

<b>FACILITIES DEPARTMENT</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
Town/School Security Upgrades Design (Year 2 of 5 multi-year security upgrades: 50K/100K/250K/250K/250K)	250,000	250,000	250,000	-	-	750,000
BHS Upgrade fire alarm system components						-
Town Hall - Replace fire alarm system						-
BHS Main BB Court Floor Replacement						-
System Wide Building Envelope FY15 allowed \$133,070	250,000	250,000	100,000	100,000		700,000
Butler Replace Cafeteria Floor- Complete Strip include asbestos under and moisture mitigation	60,000					60,000
Fire HQ & Fire SS Battery Back-Up for UPS at Fire Stations	15,000					15,000
Butler Replace boilers (Year 2 of 2)	50,000					50,000
Butler Asbestos abatement related to boiler						-
Butler Replace emergency generator	37,500					37,500
Butler Replace fire alarm system						-
Burbank Replace boilers (Year 2 of 2)	60,000					60,000
Burbank Asbestos abatement related to boiler						-
Burbank Asbestos abatement related to boiler piping						-
Winn Brook Replace master clock system	47,598					47,598
DPW Cemetery Garage Roof Replacement	35,000		250,000	250,000	250,000	785,000
System wide study for Energy Mgmt. System upgrades (software & hardware)	50,000					50,000
Systemwide univent rebuild/replacement (multiple years)	50,000	50,000	250,000			350,000
Systemwide building energy management system replacement/repair (multi-year)	100,000	100,000				200,000
Higginbottom Pool Resurfacing	50,000					50,000
Chenery Middle School Resurface Auditorium Stage	30,000					30,000
Chenery Middle School Stage Equipment Risk Assessment	15,000					15,000
Orphan projects unfunded in FY16	TBD		100,000	100,000	100,000	300,000
School parking lot pavement management (Year 1 of 5)	100,000	100,000	100,000	100,000	100,000	500,000
BOS request to refurbish 4 HS Tennis Courts	40,000					40,000
Winn Brook - Replace boilers	125,000					125,000
Winn Brook - Replace fire alarm system	158,658					158,658
Burbank - Site redevelopment study	50,000					50,000
Chenery - Refinish Gym Floor	60,000					60,000
Chenery - Upgrade Auditorium Lighting Control System	25,000					25,000
Facilities Dept. - Replace 2003 Astro Van	23,000					23,000
BHS - Pool Upgrade - roof hatch and catwalk	50,000					50,000
BHS - Replace Field House Track (Combine w/gym floor request?)		200,000				200,000
BHS - Replace Field House Court(Combine w/gym floor request?)		100,000				100,000
	<b>\$ 1,731,756</b>	<b>\$ 1,050,000</b>	<b>\$ 1,050,000</b>	<b>\$ 550,000</b>	<b>\$ 450,000</b>	<b>\$ 4,831,756</b>
						4,831,756

<b>COMMUNITY DEVELOPMENT</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
Burbank School Curbing-Sidewalks	-	-	-	-	-	\$ -
Traffic Speed Mitigation-Raised Intersection						\$ -
Road Program (all elements)	\$ 2,121,725	\$ 2,161,418	\$ 2,202,103	\$ 2,243,806	\$ 2,286,551	\$ 11,015,603
FY15 One-Time Ch.90 Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Community Path Feasibility Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Additional Pavement Management Allocation	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ 1,200,000
	<b>\$ 2,421,725</b>	<b>\$ 2,461,418</b>	<b>\$ 2,502,103</b>	<b>\$ 2,543,806</b>	<b>\$ 2,286,551</b>	<b>\$ 12,215,603</b>
						\$ 12,215,603
<b>TOTAL</b>	<b>\$ 6,368,313</b>	<b>\$ 5,144,123</b>	<b>\$ 4,592,598</b>	<b>\$ 5,636,587</b>	<b>\$ 3,065,201</b>	<b>\$ 24,806,822</b>
						\$ 24,806,822

<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
<u>Sewer Enterprise Charges</u>						
Emergency Service Van	\$ -	\$ -	\$ -			\$ -
Pumping Station Emergency Generator						\$ -
Front End Loader					\$ 195,000	\$ 195,000
Dump Truck Replacement	-	124,100	-			\$ 124,100
Pick Up Truck Replacement	-	-	-			\$ -
<u>Major Capital Equipment Replacement Costs</u>						
<i>Highway</i>						
Pickup Truck	39,250	-	30,000			\$ 69,250
Administrative Vehicle	38,900	-	38,900			\$ 77,800
Street Sweeper	-	-	-	178,500		\$ 178,500
Asphalt Hot Box	-	-	-			\$ -
Steer Loader	-	-	-			\$ -
Sewer Rodder	33,700	-	-			\$ 33,700
Air Compressor		-	25,000			\$ 25,000
	<b>\$ 111,850</b>	<b>\$ 124,100</b>	<b>\$ 93,900</b>	<b>\$ 178,500</b>	<b>\$ 195,000</b>	<b>\$ 703,350</b>
						<b>703,350</b>
<b>COMMUNITY DEVELOPMENT</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
EPA 308 Outfalls 1, 2 & 10 (DEP) Follow-up Sampling	\$ -	\$ -	\$ -	\$ -		\$ -
Design	60,000					\$ 60,000
Construction	20,000	70,000	50,000			\$ 140,000
						\$ -
<u>Spy Pond Water Quality (Possible DEP)</u>						\$ -
Dry Weather Sampling	10,000	-	-	-		\$ 10,000
CCTV and Dye Test	-	20,000	-	-		\$ 20,000
Design	-	-	40,000	-		\$ 40,000
Construction	-	-	-	90,000	90,000	\$ 180,000
Follow-up Sampling	-	-	-	-		\$ -
<u>Sewer and Drain Repairs</u>						
Sewer and Drain CCTV and Design Report	40,000	40,000	40,000	40,000	40,000	\$ 200,000
Sewer and Drain Design	20,000	20,000	20,000	20,000	20,000	\$ 100,000
Sewer and Drain Relining and Point Repairs	150,000	150,000	150,000	150,000	150,000	\$ 750,000
	<b>\$ 300,000</b>	<b>\$ 1,500,000</b>				
						<b>\$ 1,500,000</b>

<b>COMMUNITY DEVELOPMENT</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
<u>Loan Repayments (Debt Service)</u>						
Sewer Bond - FY06	\$ 182,325	\$ 176,075	\$ 170,919	\$ 165,794	\$ 160,638	\$ 855,750
DEP CWSRF pt1	446,669	446,172	445,665	445,148	444,620	\$ 2,228,274
DEP CWSRF pt2	97,171	97,171	97,171	97,171	97,171	\$ 485,853
MWRA I/I (2012)	111,881	111,881	-			\$ 223,762
CWSRF (2012)	142,508	142,531	142,554	142,577	142,601	\$ 712,771
	<b>\$ 980,554</b>	<b>\$ 973,830</b>	<b>\$ 856,308</b>	<b>\$ 850,689</b>	<b>\$ 845,029</b>	<b>\$ 4,506,410</b>
						<b>\$ 4,506,410</b>
TOTAL	\$ 1,392,404	\$ 1,397,930	\$ 1,250,208	\$ 1,329,189	\$ 1,340,029	\$ 6,709,760
						\$ 6,709,760

<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TOTAL</b>
<u>Water Enterprise Charges</u>						
Administrative Vehicle Replacement	\$ -	\$ -	\$ 26,000			\$ 26,000
Water Meters	-	-	-			\$ -
Water main Replacement	250,000	-	-			\$ 250,000
Water Main Bond Repayment	810,960	923,162	923,781	910,617	910,617	\$ 4,479,137
Water GIS						\$ -
<u>Major Capital Equipment Replacement Costs</u>						
<u>Water</u>						
Water Meters	-	-	-			\$ -
Closed Utility Truck	-	-	-			\$ -
Loader Backhoe	94,200	-	-			\$ 94,200
Emergency Service Van	-	30,300	-			\$ 30,300
Pickup Truck	-	39,250	30,000			\$ 69,250
Pickup Truck		30,000				\$ 30,000
Administrative Vehicle	-	-	-			\$ -
Dump Truck	-	-	124,100			\$ 124,100
	<b>\$ 1,155,160</b>	<b>\$ 1,022,712</b>	<b>\$ 1,103,881</b>	<b>\$ 910,617</b>	<b>\$ 910,617</b>	<b>\$ 5,102,987</b>
						<b>5,102,987</b>

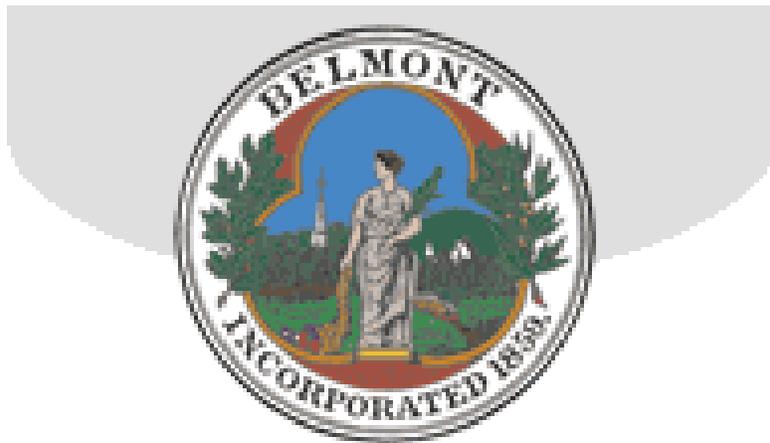
**Roads to Be Reconstructed FY 2016\***

<b>Name</b>	<b>From</b>	<b>To</b>	<b>PCI</b>
CLIFTON ST	120' S OF BEATRICE CIR	PROSPECT ST	32
BARTLETT AVE	WHITE ST	HARRIET AVE	33
WINSLOW RD	HAMMOND RD	PALFREY RD	34
PALFREY RD	GILBERT RD	COMMON ST	35
PAYSON TER	PAYSON RD (E)	PAYSON RD (W)	35
GLENDALE RD	COMMON ST	ORCHARD ST	36
CUSHING AVE	PINE ST	PAYSON RD	36
SHARPE RD	SCHOOL ST	WASHINGTON ST	37
MARION RD	BELMONT ST	GROVE ST	39
ALBERT AVE	278' S OF TOBEY RD	BRIGHTON ST	40
ALBERT AVE	LAKE ST	278' S OF TOBEY RD	53
SIMMONS AVE	SCOTT RD	BRIGHTON ST	41
MIDDLECOT ST	28' N OF COWDIN ST	CLAFLIN ST	40
MIDDLECOT ST	CROSS ST	28' N OF COWDIN ST	72
SHERMAN ST	BRIGHTON ST	DEAN ST	41

\*Subject to change based on availability of Nation Grid

# BELMONT PUBLIC SCHOOLS

FY16 Budget (July 1, 2015–June 30, 2016)



## **BELMONT SCHOOL COMMITTEE**

Laurie Slap, *Chair*  
Lisa Fiore, *Secretary*  
Laurie Graham  
Elyse Shuster  
Tom Caputo  
Susan Burgess-Cox

## **SCHOOL ADMINISTRATION**

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

## TO THE CITIZENS OF BELMONT AND TOWN MEETINGS MEMBERS

May 13, 2015

As always, the School Department and School Committee look to their goals to guide budget development. The three strategic goals are as follows:

- *To prepare all students for college, career, and life-long learning;*
- *To support continuous improvement and overall programmatic and fiscal stability;*
- *To ensure that students receive instruction from consistently highly qualified educators who pursue continuous improvement of their art.*

The sharp enrollment increases and rising special education costs of the last several years have strained our ability to achieve these goals. A major focus this year was to develop a multi-year plan to promote fiscal stability, which we see as the cornerstone that supports all of our goals and aspirations. We were delighted to welcome John Phelan as Belmont's new Superintendent on July 1st. By mid-fall, he was deep into financial planning work with the School Department's Finance Director, Tony DiCologero, the entire School Leadership team, Town Administrator, David Kale, and others on the Town Financial Task Force to develop a multi-year financial plan.

The April 2015 override assures students and families years of programmatic stability and gives administrators and faculty years of fiscal stability during which they can focus on continuous improvement and innovation, rather than weigh painful choices and potential program cuts. The School Committee well understands that property tax overrides in Belmont are not lightly approved, and continued cost control is essential to preserve fiscal stability going forward, in the face of ongoing expensive mandates, expanding school census, and other challenges.

In the following pages, you will see outlined the impact of the Financial Task Force analyses and the override on the proposed FY16 budget. Infusions to Special Education address recent spikes in enrollment and costs, and staffing additions are designed to alleviate some large class sizes and offer needed programming for middle and high school students.

Tremendous community support sustains the success of our schools. We would especially like to acknowledge the generous and vital contributions from parents and families, the Foundation for Belmont Education, PTOs and PTAs, local businesses and so many others. The School Committee looks forward to continued collaboration with other Town boards and the Town Meeting to maintain the excellence of the Belmont Public Schools for the benefit of our entire community.

Laurie Slap, Chair  
Belmont School Committee

## SCHOOL COMMITTEE GOALS

The overall goal of the Belmont School Committee is to use its powers to ensure that the Belmont Public Schools achieve its mission:

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

Massachusetts law grants three specific powers to school committees: to appoint and remove the superintendent, to set school policies, and to review and approve budgets.

The School Committee will use these powers to ensure that policies and budgets align with the following three goals, and that the superintendent acts to achieve them:

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

### Table of Contents

I	School Committee Goals and Highlights
II	Historic Fiscal Pressure Points and Context
III	FY16 Budget Overview
IV	FY16 Budget Details

## DISTRICT HIGHLIGHTS AND ACHIEVEMENTS

### ***College Attendance:***

- 94% of Belmont High School's Class of 2014 attends college.

### ***Test Scores/Academic Achievement:***

- Belmont Public Schools earned Level 1 for meeting gap-narrowing goals for all students in all schools, including subgroups, for the second year in a row.
- All BHS students met or exceeded the MCAS requirements for graduation:
  - Physics – 91% scored proficient or advanced
  - Mathematics – 96% scored proficient or advanced
  - English/Language Arts – 98% scored proficient or advanced
- Of the 459 Belmont High School students who took 1,006 Advanced Placement examinations in 25 disciplines, 95% earned a score of 3, 4, or 5 for college-level credit. Two hundred fifteen students earned an AP Scholar Award.
- Nine BHS students were named as semifinalists in the 2015 National Merit Scholarship Competition. Forty-one BHS students were commended.
- High School Quiz Show made it to the semifinals from a field of 120 teams.

### ***Language Arts:***

- Two BHS students were selected to attend the New England Young Writers Conference at Middlebury College in Vermont.
- Two BHS students were nominated for the National Council of Teachers of English Achievement in Writing Award.
- One BHS student won a Silver Key and one an Honorable Mention for writing in the Scholastic Art and Writing Awards.

### ***Mathematics:***

- The BHS Math Team finished 7th at the State Competition.
- The CMS Math Team finished third in their division and 7th out of 76 teams statewide with over 25 students participating regularly.
- Six BHS students qualified for the American Invitational Mathematics Exam (AIME).
- Four BHS students finished in the top 100 in the state on the Massachusetts Mathematics Olympiad and qualified for the Level 2 Exam.
- Five students will attend the American Regions Mathematics League competition at Penn State University.

### ***Science/Technology:***

- The Middle School Science Olympiad Team came in 7th place overall at the Massachusetts State Science Olympiad competition. Student pairs earned one gold medal, three silver medals and two bronze medals in different events from engineering to test events.
- A team of Belmont High School students placed tenth overall at the Women of Science competition with a first place in one event.
- The High School Science Olympiad Team came in third place in the West Suburban Science League.

### ***Social Studies/Community Service:***

- Eight BHS students participated in the annual Harvard Undergraduate Economics Competition, making it to the quarterfinals
- In the National History Day Competition Junior Division, we had four groups participate in the District Competition, one earning third place. In the Senior Division, we had two students advance to the Greater Boston Regional Competition.
- The student body at the high school has collectively performed approximately 32, 000 hours of service in the past year.
- 115 Belmont High School students have earned the President's Volunteer Service Award this year for having performed at least 100 hours in the past 12 months.
- Sponsored by the Belmontian Club, and through many events in the school and community, BHS raised over \$15, 100 for the American Cancer Society's Making Strides Against Breast Cancer. This gave the high school a third place finish in the High School Challenge.

### ***Music:***

- Town of Belmont selected by the National Association of Music Merchants (NAMM) as one of the nation's "Best Communities for Music Education".
- Sixty-six BHS students selected for participation in the Massachusetts Music Educators Association (MMEA) Northeast Senior District Band, Chorus, Orchestra and Jazz Ensemble Festival.
- Fifty-eight BHS and CMS students (Grades 7-9) selected for participation in the MMEA Northeast Junior District Festival.
- Ten BHS students selected to perform in the MMEA All-State Band, Chorus, and Orchestra.
- Four BHS students selected to perform in National Association for Music Education (NAfME) All-Eastern Band, Chorus and Orchestra.
- BHS and CMS ensembles awarded one Gold and three Silver medals in the Massachusetts Association for Jazz Education (MAJE) Big Band, Choir and Combo festivals.

### ***Art:***

- BHS students were awarded seven Gold Keys, five Silver Keys and six Honorable Mention awards for artwork submitted to the Boston Globe Scholastic Art Awards program.
- CMS students received three Gold Keys, two Silver Keys and seven Honorable Mention awards for art work submitted to the Boston Globe Scholastic Art Awards program.
- Students from BHS and CMS hosted and produced several independent art shows in the community, including shows at the Belmont Gallery of Art, Belmont Media Center, Arlington Center for the Arts, and the first ever METCO Art Show in Boston.

### ***Athletics:***

- 19 BHS Varsity Teams qualified for MIAA State Tournament play
- The BHS Girls' Swim & Dive Team is Middlesex League Champions
- The BHS Girls' Swim & Dive Team is the MIAA Division II State Finalist
- The BHS Girls' Ice Hockey Team is the Middlesex League Champion
- One BHS Student Athlete was named to the Boston Globe All Scholastic Team
- One BHS Student Athlete was named to the Boston Herald All Scholastic Team
- One BHS Student Athlete won an Individual State Championship
- Chenery Middle School Girls & Boys Basketball teams completed an undefeated season

### ***Travel:***

BHS students have participated in performing, athletic, and study tours to:

- Spain, Band and Orchestra students, 10 day trip
- Italy, Latin students, 10 day trip
- Portugal, Rugby team, 7 day trip

## **Historic Fiscal Pressure Points/Context**

Over the last five years, the Belmont Public Schools has been seeing increasing enrollment that over time has created budget concerns. The enrollment in the schools has grown by 317 students in the past five and is projected to grow to over 4,705 students in the next five years (see Chart # 1 on next page). Two emerging sub groups within this aggregate population increase are students who are still learning the English language (ELLs) and students on Individual Education Plans (IEPs) who have services provided for them at specialized schools outside of Belmont.

Specialized services for both of these groups are mandated by the Commonwealth of Massachusetts. The ELL student population has grown dramatically from 95 students in 2010 to 222 students in 2015 (see Chart #2). This increased number of students requires the hiring of additional teachers with specialized training to work with students in small groups for up to two and half hours per day (see Chart #3).

In Chart #4 you can see the increase in our Out of District (OOD) student population. The services that we provide to our students outside the district come with tuition costs and transportation costs.

These increased expenditures in mandated services over the last four years have resulted in the School Department needing to freeze hiring, reduce spending on instructional materials and not fill vacancies during the school year. During the last two fiscal years (FY14 and FY15) the School Department has asked the Warrant Committee and Town Meeting for additional funding to close the budget deficits. In FY15, the School Department has asked for \$535,000 to close the budget gap.

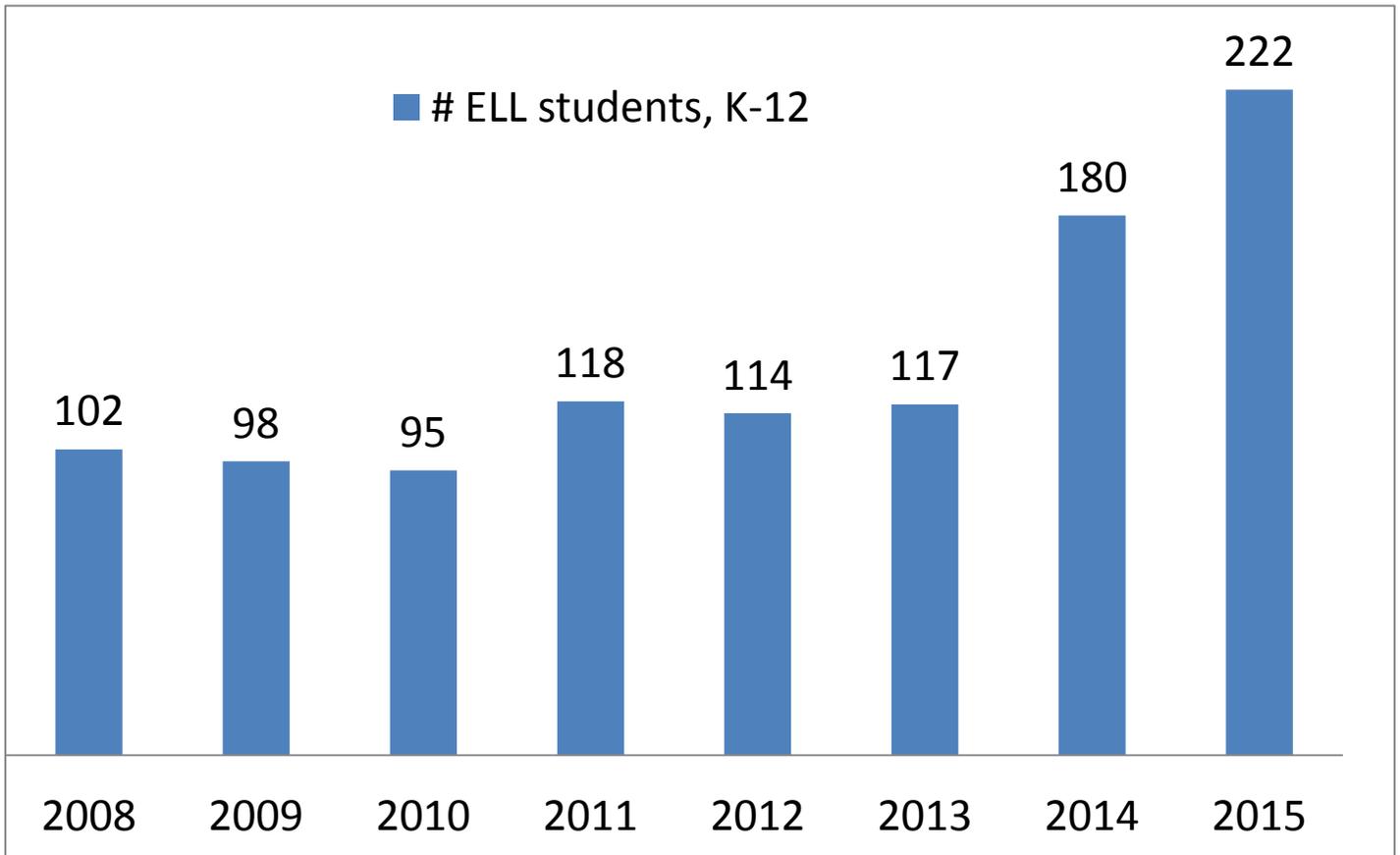
**Pressure Point #1 - Enrollment:  
Aggregate Increase over 5 Year Period & Projection over the next 5 Year Period**

**Chart #1**

	Oct. 1, 2009	Oct. 1, 2010	Oct. 1, 2011	Oct. 1, 2012	Oct. 1, 2013	Oct. 1, 2014	Oct. 1, 2019
BPS K-12 Enrollment	3905	3877	3900	3994	4136	4222	**4705
Difference, year to year		-28	23	94	142	86	
			Difference, 2009 to 2014			317	**483
			Difference, 2009 to 2019				**800

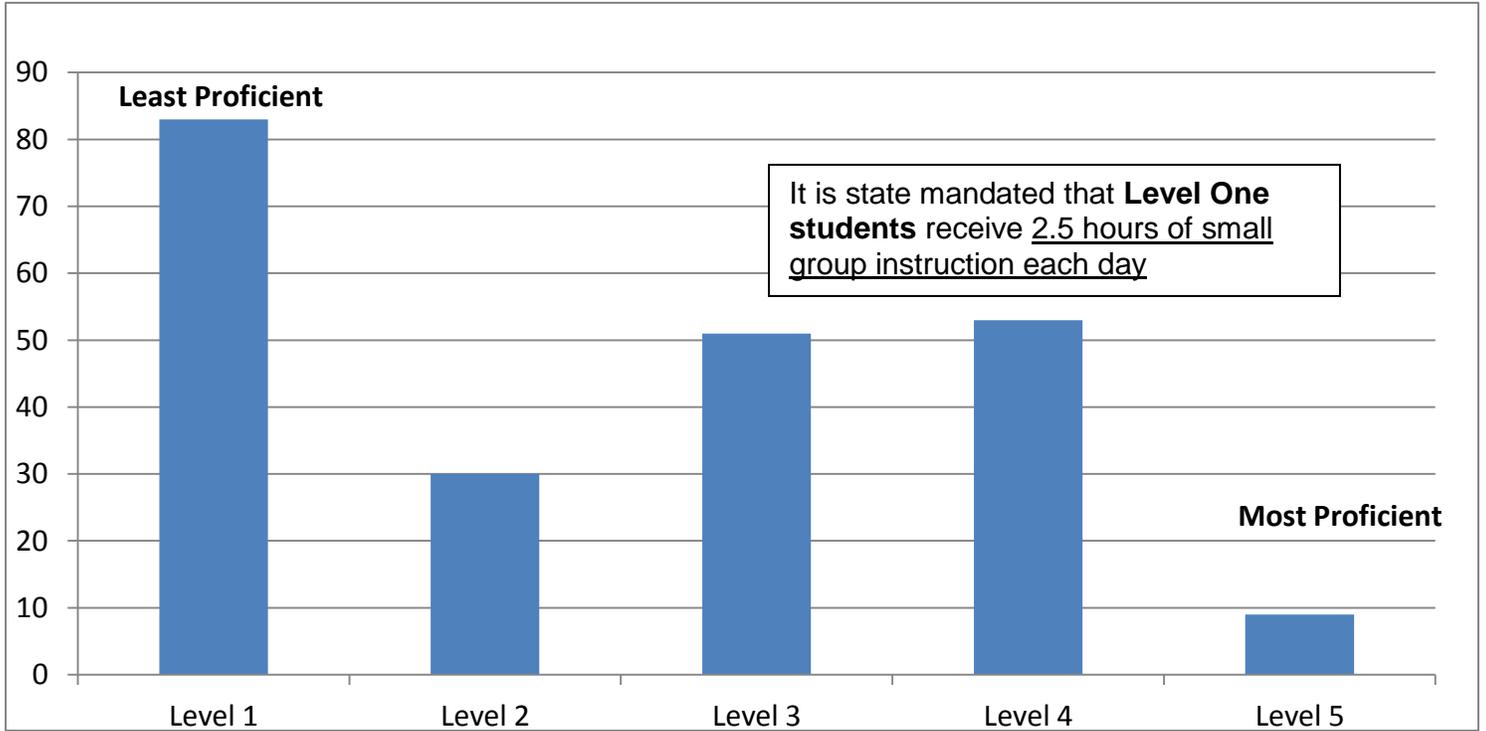
Enrollment Projections based on NESDEC Plus 30 Index with Uplands and Cushing Square taken into consideration \*\*

**Pressure Point # 1 - ENROLLMENT:  
Emerging Sub Group Populations - ELL Enrollment, FY08-FY15  
Chart # 2**



## English Proficiency Levels

**Chart # 3**



## Out of District (OOD) 2012 through January 2015

**Chart #4**

Year	June, 2012	June, 2013	June, 2014	January 20, 2015	May 1, 2015
<b># of OOD Students</b>	91	81	87	97	97

**Financial Impact:**

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

## FY16 Budget Overview

The School Department participated in the Financial Task Force Committee (FTF) in an attempt to find ways to take a long view of our fiscal stability. The FTF reviewed the last five years of spending and budgeting for the Town (and schools) and began the process of projecting the Town's expenditures and revenue over the next three to five years. This process was very helpful to the schools as it was the mechanism for putting together a Three Year Fiscal Plan if new revenue was allocated by the Town. The FTF voted unanimously to bring to the Selectman a multi- year budget that would be supported by a \$4.5 million Override. As you know this Override vote was put on the April 8, 2015 ballot and approved by the majority of voters.

The School Department is very appreciative of this increase in revenue and will be moving forward with expending the funds through our Three Year Fiscal Plan.

Charts two and three give you a breakdown of the fund allocation within the school budget. The first chart is the Three Year Fiscal Plan and the added allocation to the three main budget line items that have escalated over the last five years. Additionally there is breakdown of each position at all three levels that will be hired to support our students.

- Budget Assessment
- FY16 Budget – BPS Three Year Fiscal Plan (Chart 1)
- Infusion for OOD Tuition, SPED Transportation and Contracted Student Services (Chart 2)
- Year One New Position Breakdown by Level (Chart 3)

# **Budget Assessment**

## **FY16 SCHOOL DEPARTMENT INITIATIVES**

- Implementation of year one of the three year budget plan of the Financial Task Force Committee budget to address class size issues, to engage students in educationally beneficial programming and reduce the amount of students in study halls at Chenery and in the hallways and library at Belmont High School
- Continued review of class sizes and control of elementary assignments with planning for projected enrollment increases
- Review and analysis of Space Task Force assessment that will need to be addressed in FY17
- Deployment of the increase in Student Services funding from the FY16 budget to address mandated costs; simultaneously review and improve the budget tracking systems in these areas
- Expansion of iPad instructional models (1:1 for all students in grades 9, 10, and 11 at BHS)
- Professional development focus areas preK-12: technology tools and applications to improve instruction, teaching English Language Learners, shared inquiry circles to develop critical thinking skills, social emotional learning to improve the district's capacity to engage and support all learners
- Review, update and implement new "Fees Schedule" for rental space and fee based programs
- Full implementation of new educator appraisal system, including implementation of District Determined Measures for Student Impact Rating through the Evaluation Advisory Team
- Review of security consultant report (to be submitted in June 2015) and discussion of next steps for enhancements and implementation of recommendations from special advisory group on safety and security

## **FY16 BUDGET OBJECTIVES**

- Maintain rigorous and high quality of instruction and student engagement for all students
- Maintain the staffing levels commensurate to the increase in enrollment needed to maintain the existing quality of educational services to our students
- Maintain the well-rounded education comprised of rigorous academics, strong performing arts, high participation in athletics, extra-curricular experiences, and community service
- Maintain Belmont as a Level 1 (highest performance rating) District
- Sustain continued implementation of Educator Evaluation System
- Provide mandatory Sheltered English Immersion training for teachers
- Meet existing contractual commitments
- Maintain and support the continuous improvement of our staff through professional development
- To the extent possible, address increasing class sizes and program offerings
- Maintain existing facilities and avoid deferred maintenance
- Maintain competitive compensation to attract and retain high quality teachers and administrators

## **TECHNICAL BUDGET ASSUMPTIONS**

- School Budget per Financial Task Force Committee Budget with successful Override Funds is \$49,770,000
- Health insurance premiums will remain at FY 2015 rates, reducing, anticipated allocation to the school budget by \$109,930
- Total Town FY16 Allocation: \$49,660,070 from General Revenues
- Grant Funds budget remains the same as FY 2015; concerns remain in whether the State fully funds grants such as Full Day Kindergarten, Title II, and Circuit Breaker etc.
- Athletic program will continue to be funded 40% from the General Fund, 60% from user fees and gate receipts
- Roll forward all existing positions; and add 10 FTEs as recommended in Financial Task Force Committee Budget

## **PRIMARY COST DRIVERS**

- Increase in enrollment with corresponding increase in staff (10 FTE's); enrollment is expected to increase by an estimated 97 students in FY16
- Student enrollment increasing markedly; predicted five year increase (FY16-FY20) of another 483 students – bringing the ten year period from October 2009-October 2019 to over 800 additional students to the district
- Mandated costs for both Special Education and ELL services have escalated over a number of years, resulting in budget deficits, budget freezes, and not filling some vacancies occurring during the school year
- As a result of the “actual expenditure” amounts in FY15 the following mandated cost line items were increased by the following amounts for FY16:
  - Out of District tuition increased by \$642,000
  - SPED Transportation increased by \$204,800
  - Contracted Students Services increased by \$425,000
- Contractual salary obligations (2/3rds of the budget)

## **UNKNOWN VARIABLES**

- Further increases in student enrollment, and the cost of the corresponding additional student supports needed, especially in the areas of ELL and Special Education
- Increases or decreases in State and Federal Grants (Full Day Kindergarten, Circuit Breaker Reimbursement, Title I, Title IIA, etc.) have not been finalized for FY16
- Cost to prepare for implementation of Space Task Force recommendations that include modular classrooms in FY17
- Litigation and related costs
- Utility and maintenance costs due to aging facilities, weather, and utilities

## WHAT DID THE OVERRIDE PROVIDE

### FY16 Budget – BPS Three Year Fiscal Plan – Additional Staffing Chart #1

Level	Year One (SY 15/16)	Year Two (SY 16/17)	Year Three (SY 17/18)
Elementary	1.0 Grade 4 Teacher 1.0 Kindergarten Teacher 1.0 Grade One Teacher	1.0 Grade 2 Teacher	1.0 Grade 3 Teacher
Middle	1.0 Grade 5 Teacher 1.0 Unified Arts Teacher(s)	1.0 Unified Arts 1.0 Guidance Counselor	
High	3.0 FTE's for Reduction of non - engaged/non-scheduled students	1.0 FTE [Reduction of non- engaged/non-scheduled students] 1.0 Guidance Counselor	1.0 FTE [Reduction of non-engaged/non- scheduled students]
DW	2.0 English Language Learner Teachers		1.0 Technology Staff 1.0 Instructional Technology Specialist 1.0 Social emotional learning Staff Person
<b>Total FTE Count</b>	10.0	5.0	5.0

### FY16 Budget - Infusion for Out of District (OOD) Tuition, Special Education (SPED) Transportation and Contracted Student Services

Chart #2

	FY15 BUDGET	FY15 ONE-TIME USE OF LABBB CREDITS*	INFUSION FOR FY16	FY16 BUDGET
OOD Tuition	3,123,402	276,000	366,000	3,765,402
SPED Transportation	840,000	-	204,800	1,044,800
Contracted Student Services	550,000	-	425,000	975,000
<b>TOTALS</b>	<b>4,513,402</b>	<b>276,000</b>	<b>995,800</b>	<b>5,785,202</b>

\*The Belmont Public Schools is a member of LABBB, which is a Special Education collaborative offering services to member and non-member districts. As LABBB operations allow, based on higher costs for services charged to non-member districts, member districts receive credits which are held by LABBB to be used at the discretion of the district to offset the cost of LABBB services incurred by the district. In FY15 the Belmont Schools is exhausting all available LABBB credits. Credits are awarded sporadically; no credits are scheduled to be awarded for FY16. It is not known when LABBB credits will be awarded in the future.

**FY16 Budget  
New Position Break Down by Level**

**Chart #3**

<b><i>Elementary Positions From Override Funds (FY16)</i></b>	
<u>Positions</u>	<u>Rationale</u>
Kindergarten Teacher (1.0) Grade 1 Teacher (1.0)	The Full Day Kindergarten and Grade 1 teachers will reduce class size and create the capacity to support increase in elementary enrollment
Grade 4 Teacher (1.0)	Grade 4 teacher completes the Wellington School for five classes per grade

<b><i>Middle School Positions From Override Funds (FY16)</i></b>	
<u>Positions</u>	<u>Rationale</u>
Grade 5 Teacher (1.0)	Decrease class size; complete grade 5 team configuration
Music Teacher (0.4)	Engage students in enrichment programming; reduce the amount of students in study halls
Art Teacher (0.4)	Engage students in enrichment programming; reduce the amount of students in study halls
Physical Education Teacher (0.2)	Decrease class size

**FY16 Budget  
New Position Break Down by Level (continued)**

**Chart #3 (continued)**

	<b><i>High School Positions From Override Funds (FY16)</i></b>
<b>Positions</b>	<b>Rationale</b>
English (0.2)	Add 1 full-year section of Creative Writing to provide an additional elective (grades 9-12)
Fine & Per. Arts (0.2)	Add two ½ year electives of Acting I and Tech. Theatre (grades 10-12)
Foreign Language (0.2)	Address overall class size (grades 9-12)
Library (12.5 hrs)	The library will be available to all students after the school day, 2:25 pm, until 3:30 pm. This would extend the time for students to access the library resources and provide additional hours for the librarian to implement a Digital Citizenship curriculum for all 9th graders.
Math (0.4)	Add 1 full-year section of Geometry honors to reduce class size (grades 9 & 10) Add 1 full-year section of Algebra II honors to reduce class size (grades 9 & 10)
Science (0.2)	Add 1 full-year additional section of Design Tech. (grades 10-12)
Social Studies (0.4)	Add 1 full-year section of Global Leadership and reduce class size (grades 11 & 12) Add 1 full year section Economics honors elective and reduce class size (grades 11 & 12)
Wellness / PE (1.2)	In school year 2015-16 Positive Decision Making will be offered to 10 <sup>th</sup> and 11 <sup>th</sup> graders . In 2016-2017, Positive Decision Making will become a 10 <sup>th</sup> grade requirement Allow for expanded elective programming offerings for grades 11 & 12 in the 2016 - 2017 school year.
School Psychologist (0.1)	Increase 0.7 school psychologist to 0.8 - Increase student testing Increase student services - Increased availability for crisis management

## **FY16 Budget Breakdown**

FY16 Budget: Distribution of Proposed General Fund Allocations by DESE Functions Pie Chart (Chart 1)

FY16 Budget: Distribution of Proposed General Fund Allocations by DESE Functions Table (Chart 2)

FY16 Budget – General Fund Breakdown (Chart 3)

FY16 Budget “All Funds” (Chart 4)

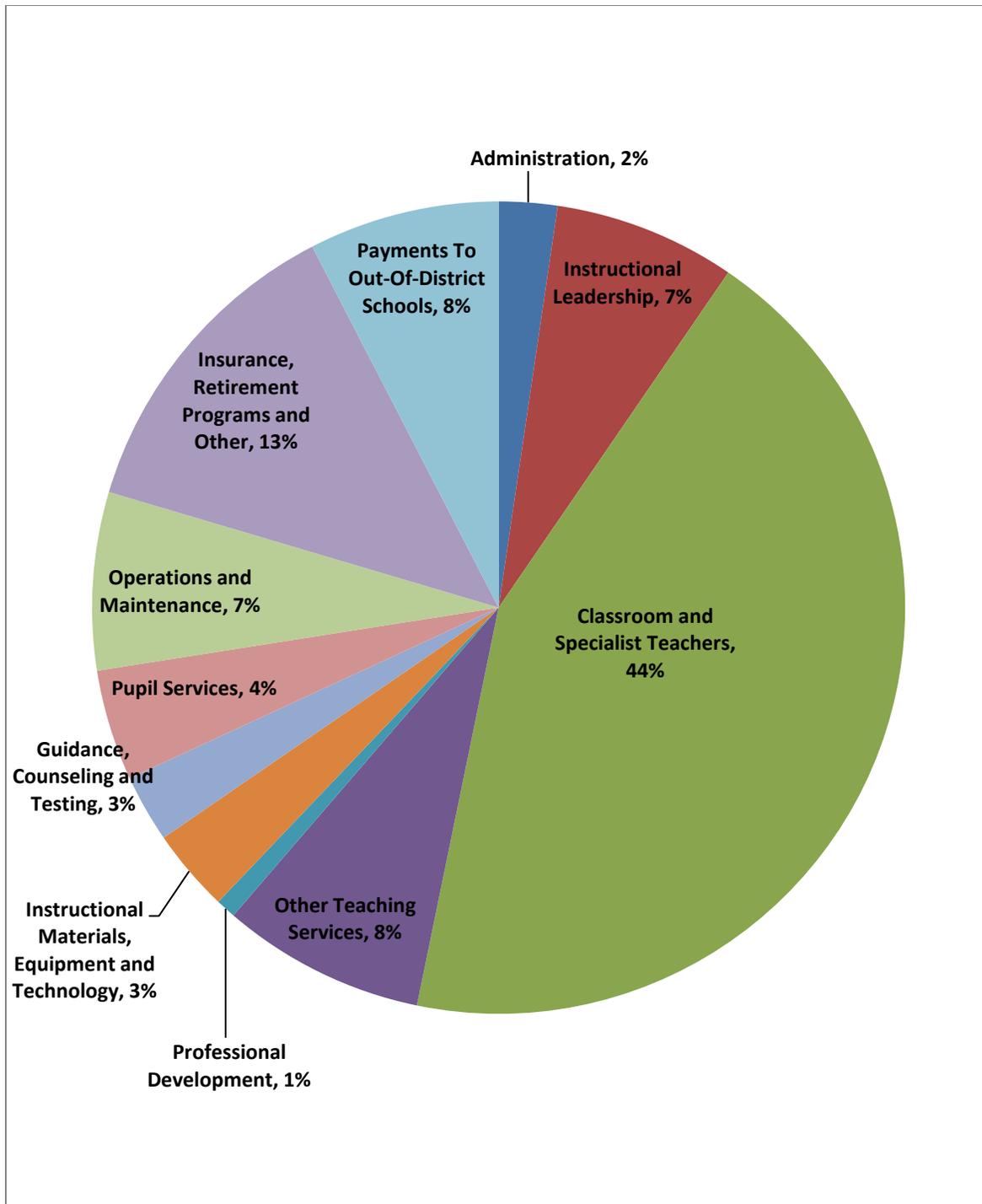
Proposed FY16 School Budget (All Funding Sources) (Chart 5)

Summary of FY16 Proposed Budget by Area (General Fund) (Chart 6)

Summary of FY16 Proposed budget by Area (Grants and Revolving Accounts) (Chart 7)

Current Belmont Public Schools Enrollment (5/1/15) (Chart 8)

**DISTRIBUTION OF PROPOSED GENERAL FUND ALLOCATIONS**  
**FY16 School General Fund Budget by Department of Elementary and Secondary Education (DESE)**  
**Function Category**  
**Chart #1**



**DISTRIBUTION OF PROPOSED GENERAL FUND ALLOCATIONS - FY16 School General Fund  
Budget by DESE Function Categories  
Chart #2**

			FTE	\$	% of Total
A	1	Administration	8.90	1,155,942	2%
B	2	Instructional Leadership	54.47	3,592,474	7%
C	3	Classroom and Specialist Teachers	270.20	21,682,347	44%
D	4	Other Teaching Services	88.95	4,017,842	8%
E	5	Professional Development	2.00	394,500	1%
F	6	Instructional Materials, Equipment and Technology	0.67	1,641,990	3%
G	7	Guidance, Counseling and Testing	16.63	1,332,988	3%
H	8	Pupil Services	9.15	2,192,759	4%
I	9	Operations and Maintenance	20.10	3,515,237	7%
J	10	Insurance, Retirement Programs and Other	-	6,368,588	13%
K	11	Payments To Out-Of-District Schools	-	3,765,402	8%
<b>TOTAL EXPENDITURES</b>			<b>471.06</b>	<b>49,660,070</b>	<b>100%</b>

**FY16 Budget Overview: Budget by DESE Functions**

**Chart #3**

<b><i>FY16 SCHOOL BUDGET: GENERAL FUND ONLY</i></b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>Change (FY16-FY15)</b>	<b>Change (%)</b>
<b>Salaries &amp; Fringe</b>	37,695,809	39,948,434	2,252,625	5.98%
<b>Instructional Expenditures</b> (supplies, materials, software)	1,324,155	1,343,679	19,524	1.47%
<b>Operations</b> (Central Office, IT, reg. ed. transport, maintenance, utilities)	2,762,634	2,847,755	85,121	3.08%
<b>Special Education</b> (tuition, transport, expenses)	4,373,402	5,520,202	1,146,800	26.22%
<b>Total</b>	<b>46,156,000</b>	<b>49,660,070</b>	<b>3,504,070</b>	<b>7.59%</b>
Total Salary & Fringe	37,695,809	39,948,434	2,252,625	5.98%
Total Non-Salary	8,460,191	9,711,636	1,251,445	14.79%
<b>Grand Total</b>	<b>46,156,000</b>	<b>49,660,070</b>	<b>3,504,070</b>	<b>7.59%</b>

**FY16 Budget “All Funds”**

**Chart #4**

<b><i>FY16 SCHOOL BUDGET: ALL FUNDS: incl. General Fund, Grants, Rev. Accts.</i></b>	<b>FY15 Budget</b>	<b>FY16 Budget</b>	<b>Change (FY16-FY15)</b>	<b>Change (%)</b>
<b>Salaries &amp; Fringe</b>	40,115,579	42,433,982	2,318,403	5.78%
<b>Instructional Expenditures</b> (supplies, materials, software)	1,413,089	1,432,613	19,524	1.38%
<b>Operations</b> (Central Office, IT, reg. ed. transport, maintenance, utilities)	4,246,502	4,437,122	190,620	4.49%
<b>Special Education</b> (tuition, transport, expenses)	6,707,232	7,664,032	956,800	14.27%
<b>Total</b>	<b>52,482,402</b>	<b>55,967,749</b>	<b>3,485,347</b>	<b>6.64%</b>
Total Salary & Fringe	40,115,579	42,433,982	2,318,403	5.78%
Total Non-Salary	12,366,823	13,533,767	1,166,944	9.44%
<b>Grand Total</b>	<b>52,482,402</b>	<b>55,967,749</b>	<b>3,485,347</b>	<b>6.64%</b>

**PROPOSED FY16 SCHOOL BUDGET (ALL FUNDING SOURCES)**

**Chart #5**

	<b>FY15 BUDGET</b>	<b>FY16 BUDGET</b>	<b>CHANGE FY16- FY15</b>	
GENERAL FUND	46,156,000	49,660,070	3,504,070	7.6%
GRANTS and REVOLVING	6,326,402	6,307,679	-18,723	-0.3%
<b>TOTAL</b>	<b>52,482,402</b>	<b>55,967,749</b>	<b>3,485,347</b>	<b>6.6%</b>

**SUMMARY OF FY16 PROPOSED BUDGET BY PROGRAM (General Fund)**

**Chart #6**

	Budget	Budget	Budget	Budget	Proposed Budget		Change: FY16 Proposed vs. FY15			
	FY14	FY15	FY14	FY15	FTE	\$	FTE	\$	% (\$)	
	FTE	FTE	\$	\$						
<b>REGULAR INSTRUCTION</b>										
1	English, Grades 5-12*	24.85	24.00	1,841,544	1,862,851	25.10	2,061,812	1.10	198,961	10.7%
2	Reading, Grades K-8	8.15	9.20	715,030	802,050	8.85	792,109	(0.35)	(9,941)	-1.2%
3A-D	Elementary, grades 1-4*	64.71	62.90	4,781,831	4,789,634	65.90	5,038,266	3.00	248,632	5.2%
4	Fine Arts	1.30	1.30	106,462	108,660	1.30	113,308	-	4,648	4.3%
5	Art, Grades 1-12*	10.71	10.80	906,677	941,769	11.05	1,002,816	0.25	61,047	6.5%
6	Music, Grades K-12*	9.94	10.20	783,609	817,359	10.62	887,942	0.42	70,583	8.6%
7	Theater Arts, Grades 7-12*	-	-	-	-	-	-	-	-	0.0%
8	Kindergarten*	10.10	9.05	733,401	673,339	9.70	755,247	0.65	81,908	12.2%
9	Mathematics, Grades 5-12*	24.55	24.85	1,846,488	1,915,356	25.95	2,066,856	1.10	151,500	7.9%
10	Physical Education, Grades K-12*	7.45	7.65	545,353	577,634	8.40	655,895	0.75	78,261	13.5%
11	Science, Grades 5-12*	24.75	25.20	1,938,061	2,004,274	25.80	2,144,368	0.60	140,094	7.0%
12	Health Education, Grades 6-12	2.40	2.40	153,320	159,649	2.10	149,143	(0.30)	(10,506)	-6.6%
13	Technology Education, Grades 6-12	2.00	2.00	154,332	159,388	2.00	165,874	-	6,486	4.1%
14	Social Studies, Grades 5-12*	25.05	25.20	1,871,923	1,883,412	26.30	2,057,227	1.10	173,815	9.2%
15	Foreign Languages, Grades 5-12*	17.40	17.77	1,355,785	1,388,772	18.45	1,512,179	0.68	123,407	8.9%
SUBTOTAL		233.36	232.52	17,733,816	18,084,147	241.52	19,403,041	9.00	1,318,894	7.3%
<b>SPECIAL INSTRUCTION</b>										
20	ELL*	4.79	5.57	260,248	368,644	8.60	600,890	3.03	232,246	63.0%
21	Early Childhood Education Pre-Kindergarten	11.98	12.85	487,760	536,846	12.00	532,966	(0.85)	(3,880)	-0.7%
22	Special Education, Grades K-12**	87.29	102.25	8,804,675	9,439,899	103.70	11,156,394	1.45	1,716,495	18.2%
SUBTOTAL		104.06	120.67	9,552,683	10,345,389	124.30	12,290,251	3.63	1,944,862	18.8%
<b>STUDENT &amp; INSTRUCTIONAL SERVICES</b>										
30	Athletics & Intramurals, Grades 5-12	1.00	1.00	290,628	317,427	1.00	325,887	-	8,460	2.7%
31	Student Activities, Grades 5-12	0.25	0.25	41,979	42,910	0.25	44,021	-	1,111	2.6%
32	Food Service	-	-	-	-	-	-	-	-	0.0%
33	Guidance, Grades K-12	11.00	11.00	835,040	826,313	11.00	861,941	-	35,628	4.3%
34	Psychological Services, Grades Pre-K-12*	6.73	6.73	485,897	498,362	6.73	522,664	-	24,302	4.9%
35	Health Services, Grades Pre-K – 12	7.90	7.90	576,617	597,233	7.90	640,412	-	43,179	7.2%
36	Library*	5.64	5.65	217,791	275,929	5.65	265,775	-	(10,154)	-3.7%
37	Technology & Audio Visual	9.50	9.52	1,066,801	1,197,811	10.00	1,249,093	0.48	51,282	4.3%
38	Curriculum Development	1.00	1.00	110,520	119,619	1.00	125,000	-	5,381	4.5%
39	Staff Development	1.00	1.00	229,300	240,419	1.00	248,800	-	8,381	3.5%
40	Substitutes	-	-	485,000	435,000	-	475,000	-	40,000	9.2%
41	METCO	-	-	-	-	-	-	-	-	0.0%
42	Adult Education	-	-	-	-	-	-	-	-	0.0%
52	Regular-Day Transportation	-	-	91,800	140,000	-	140,000	-	-	0.0%
SUBTOTAL		44.02	44.05	4,431,373	4,691,023	44.53	4,898,592	0.48	207,569	4.4%
<b>OPERATIONS</b>										
50	Buildings & Grounds	6.60	7.10	814,950	848,667	7.10	878,816	-	30,149	3.6%
51	Custodial Services	13.00	13.00	1,033,434	1,021,995	13.00	1,074,872	-	52,877	5.2%
53	Utilities	-	-	1,604,047	1,380,253	-	1,444,889	-	64,636	4.7%
SUBTOTAL		19.60	20.10	3,452,431	3,250,915	20.10	3,398,577	-	147,662	4.5%
<b>LEADERSHIP &amp; ADMINISTRATION</b>										
60A-F	Building Administration	30.23	31.72	1,913,286	1,984,352	31.72	2,026,619	(0.00)	42,267	2.1%
61	Central Administration	8.20	8.90	831,378	899,996	8.90	908,996	-	9,000	1.0%
62	Legal Services	-	-	169,950	169,950	-	169,950	-	-	0.0%
63	School Committee	-	-	17,700	15,800	-	15,800	-	-	0.0%
SUBTOTAL		38.43	40.62	2,932,314	3,070,098	40.62	3,121,365	(0.00)	51,267	1.7%
<b>CONTRACT ALLOWANCE &amp; FRINGE BENEFITS</b>										
70	Contractual Allowance	-	-	166,517	414,667	-	179,656	-	(235,011)	-56.7%
71	Fringe Benefits	-	-	6,079,966	6,299,761	-	6,368,588	-	68,827	1.1%
SUBTOTAL		-	-	6,246,483	6,714,428	-	6,548,244	-	(166,184)	-2.5%
<b>GRAND TOTAL</b>		<b>439.47</b>	<b>457.95</b>	<b>44,349,100</b>	<b>46,156,000</b>	<b>471.06</b>	<b>49,660,070</b>	<b>13.11</b>	<b>3,504,070</b>	<b>7.6%</b>

\* Programs include a total of 10 additional positions, as recommended by the Town Financial Task Force, based on funding made available from passage of April 7, 2015 override.

\*\*Program includes additional infusion of funds to address increased incidents of mandated costs, due to general and specialized growth in student enrollment.

**SUMMARY OF FY16 PROPOSED BUDGET BY FUNDING SOURCE (Grants & Revolving Accounts)  
Chart #7**

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

	Budget	Proposed Budget	
	FY15	FY16	
	\$	FTE	\$
<b>GRANTS:</b>			
SPED IDEA	912,022	-	912,022
SPED PROGRAM IMPROVEMENT	17,480	(stipends)	12,480
CIRCUIT BREAKER	1,276,808	-	1,276,808
TITLE IIA - TEACHER QUALITY	66,972	0.70	71,625
SPED PRE-K	27,648	0.28	25,200
TITLE I	129,267	1.30	116,157
TITLE III	18,593	(stipends)	25,955
TITLE III Immigrant Support	0	(stipends)	-
ACADEMIC SUPPORT	10,800	(stipends)	-
METCO	530,372	5.83	539,629
FULL DAY KINDERGARTEN GRANT	150,974	8.20	157,671
RACE TO THE TOP	0	-	-
<i>SUBTOTAL</i>	<i>3,140,936</i>	<i>16.31</i>	<i>3,137,547</i>
<b>REVOLVING ACCOUNTS:</b>			
BHS ATHLETIC REVOLVING	501,158	(stipends)	499,590
CMS ATHLETICS REVOLVING	6,468	(stipends)	7,995
CMS FINE ARTS & CLUBS	49,599	(stipends)	38,816
TUITION - STUDENTS	210,128	2.52	206,621
BUSING FEES	200,000	-	200,000
FULL DAY KINDERGARTEN REVOLV	772,839	14.10	902,719
FOOD SERVICE	791,761	16.78	802,001
INSTRUMENTAL MUSIC REVOLVING	110,597	1.00	78,092
BHS FINE & PERM ARTS REV	69,644	(stipends)	62,394
BHS CLUBS & ACTIVITIES	16,584	(stipends)	20,097
ADULT ED	19,000	(stipends)	19,120
SATURDAY MORNING MUSIC	44,500	(stipends)	44,500
SUMMER SCHOOL	8,188	(stipends)	8,188
SCHOOL BUILDING RENTALS	160,000	0.30	245,000
<i>SUBTOTAL</i>	<i>2,960,466</i>	<i>34.70</i>	<i>3,135,132</i>
<b>OTHER:</b>			
TOWN TRANSFER-SHARED IT SUPPORT*	35,000	0.50	35,000
LABBB OOD TUITION CREDIT	190,000	-	-
<i>SUBTOTAL</i>	<i>225,000</i>	<i>0.50</i>	<i>35,000</i>
<b>TOTAL GRANTS AND REVOLVING</b>	<b>6,326,402</b>	<b>51.51</b>	<b>6,307,679</b>

\*35,000 FOR TOWN SHARED IT SUPPORT WAS ALSO TRANSFERRED IN FY15

**CURRENT BELMONT PUBLIC SCHOOLS ENROLLMENT (5/1/15)**

	Pre	K	1	2	3	4	5	6	7	8	9	10	11	12	Subtotals 2015	Subtotals 2014	Subtotals 2013
<b>Wellington</b>	13	24	23	21	25	24											
	11	24	23	21	24	25											
	25	25	23	21	25	24											
	23	24	23	20	23	24											
		25	23	19	24												
		<b>72</b>	<b>122</b>	<b>115</b>	<b>102</b>	<b>121</b>	<b>97</b>									<b>72</b>	<b>80</b>
															<b>557</b>	<b>522</b>	<b>518</b>
<b>Burbank</b>		22	23	24	24	23											
		24	22	24	24	24											
		24	23	24	24	23											
		<b>70</b>	<b>68</b>	<b>72</b>	<b>72</b>	<b>70</b>										<b>352</b>	<b>355</b>
<b>Butler</b>		24	23	22	21	23											
		24	23	22	21	25											
		24	21	22	20	25											
	<b>72</b>	<b>67</b>	<b>66</b>	<b>62</b>	<b>73</b>										<b>340</b>	<b>362</b>	<b>344</b>
<b>Winn Brook</b>		23	24	21	22	22											
		22	23	23	23	22											
		23	24	24	23	22											
		24	24	24	23	20											
		<b>92</b>	<b>95</b>	<b>92</b>	<b>91</b>	<b>86</b>										<b>456</b>	<b>446</b>
<b>Chenery M.S.</b>							<b>343</b>	<b>327</b>	<b>323</b>	<b>290</b>					<b>1283</b>	<b>1274</b>	<b>1246</b>
<b>Belmont H.S.</b>											<b>336</b>	<b>306</b>	<b>310</b>	<b>278</b>	<b>1231</b>	<b>1177</b>	<b>1110</b>
<b>TOTALS</b>	<b>72</b>	<b>356</b>	<b>345</b>	<b>332</b>	<b>346</b>	<b>326</b>	<b>1283</b>				<b>1231</b>						

PRE  
72

ELEMENTARY  
1777

SECONDARY  
2514

DISTRICT  
2015  
4291

DISTRICT  
2014  
4216

DISTRICT  
2013  
4073

Race 2014-15	% of District	% of State
African American	3.6	8.7
Asian	17.4	6.3
Hispanic	3.8	17.9
Native American	0.1	0.2
White	69.0	63.7
Native Hawaiian, Pacific Islander	0.1	0.1
Multi-Race, Non-Hispanic	6.1	3.1
Title 2014-15	% of District	% of State
First Language not English	19.7	18.5
English Language Learner	5.3	8.5
Students With Disabilities	9.3	17.1

## PROPOSED FY16 CAPITAL BUDGET REQUEST

### **FACILITIES DEPARTMENT**

1. Town/School Security Upgrades Design (Year 2 of 5 multi-year security upgrades)
2. Belmont High School (BHS) Fire Alarm System Replacement
3. Town Hall - Fire Alarm System Replacement
4. BHS Basketball Court Floor Replacement
5. Butler School System Wide Building Envelope
6. Butler School Boiler Replacement
7. Butler School Fire Alarm System Replacement
8. Burbank School Boiler Replacement



# Warrant Committee Report Town of Belmont FY 2016 Budget

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May 2015

## **2014 – 2015 Warrant Committee Members**

*Adam Dash*

*Joseph DeStefano*

*Roy J. Epstein (Secretary)*

*Jennifer Fallon*

*James Gammill*

*Elizabeth Grob*

*Anne Helgen*

*Michael Libenson (Chair)*

*Raffi Manjikian (Vice Chair)*

*Robert McLaughlin*

*Gregory Mennis*

*Robert Sarno*

*Ellen Schreiber*

*Ed Starzec*

*Ex officio*

*Sami Baghdady, Board of Selectmen*

*Laurie Slap, School Committee*

*Andrés Rojas (former Chair, Board of Selectmen)*

*Anne Lougée (former Member, School Committee)*

# Warrant Committee Report

## Town Meeting, June 1, 2015

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

### **I. Background on budget development: 2014-2015**

This past year's budget cycle was notable both for the continued healthy cooperation between Municipal leadership and the School Department, including a new Superintendent, John Phelan, but also because Belmont faced a projected \$2+ million budget gap in order to maintain level services and desired to accelerate investment in capital infrastructure, especially on roads and sidewalks.

At the request of the Board of Selectmen (BOS), a Financial Task Force (FTF) composed of representatives of Municipal and School leadership, town-wide Boards and Committees, and citizens was established and charged with researching and analyzing Belmont's finances and developing a five-year financial plan. In its final report, the FTF forecasted budget deficits in each of the next five years and recommended a \$4.5 million override in order to cover at least three years of budget gaps and allow for additional capital investment. The BOS put the \$4.5 million override on the April 7, 2015 ballot, and with 51.3% registered voter turnout, the override was passed by 55.2% to 44.8% -- the first successful override since 2002.

In the meantime, Belmont employed a budgeting process consistent with years past, with the fundamental exception being the passage of the override. Late in 2014, we developed a perspective on Belmont's available revenue, including property taxes, local fees and other revenues, such as motor vehicle excise taxes, and what the state budget would likely be, determining the level of state aid. After subtracting out the fixed costs, such as pensions, Minuteman, and roads override funds, the total operating budget was identified. This allowed us to determine a starting point allocation of available revenues for both Municipal and School budget categories. The Board of Selectmen, School Committee, and Warrant Committee all agreed, as we have in the past, to use the FY2015 budget allocations to set the starting point for FY2016 and all departments started their budgeting work using these targets set in December.

Subsequently, this revenue picture has been refined, most notably by the addition of \$2.83 million in FY2016 override funds (the remaining \$1.67 million being deposited into a stabilization fund to cover future deficits and to maximize the budget-balancing impact of the override), and with more accurate numbers on state aid becoming clear. The override has substantially altered the financial prognosis for

FY2016. Without this additional revenue, the School Department was projecting that substantial FTE reductions and other cuts to the School budget would be required; also, additional capital investments in roads, sidewalks and other discretionary capital would not have occurred.

**II. Overview of FY2016 budget** The net result of these developments is a recommended budget for FY2016 of \$100,293,295 (Exhibit 1).

**Exhibit 1: Overview of FY2016 Budget vs. FY2015 (Adj.) – \$000’s**

	<b>FY2015 (Adj.)</b>	<b>FY2016</b>	<b>% Change</b>
<b>Total Budget</b>	\$ 95,256	\$ 100,293	5.3%
minus fixed costs*	\$ 15,686	\$ 15,817	0.8%
<b>equals operating budget</b>	\$ 79,570	\$ 84,476	6.2%
School	\$ 46,156	\$ 49,660	7.6%
Town	\$ 32,019	\$ 32,998	3.1%
Capital Budget (Discretionary)	\$ 1,395	\$ 1,818	30.3%

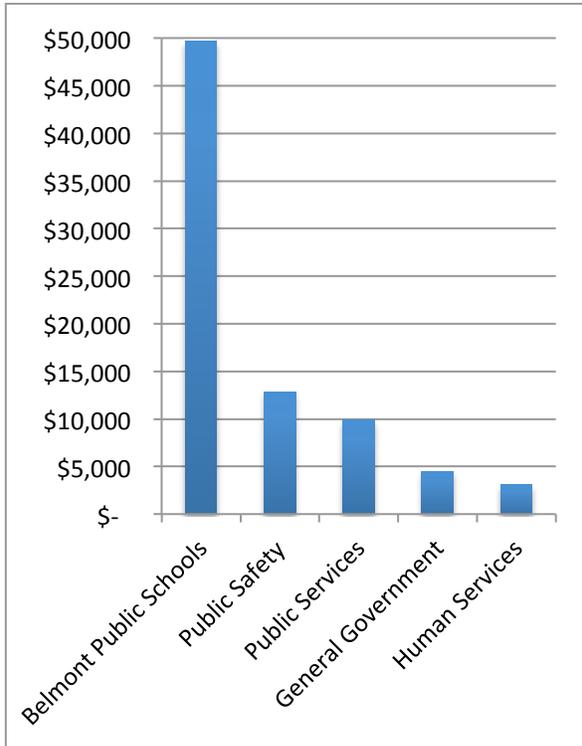
\*Legally binding obligations, such as: pensions, debt replacement, state charges (e.g., MBTA), capital budget (roads override), Assessor’s abatement reserves, and assessment for Minuteman Vocational Regional School

**FY2016 Budget Highlights**

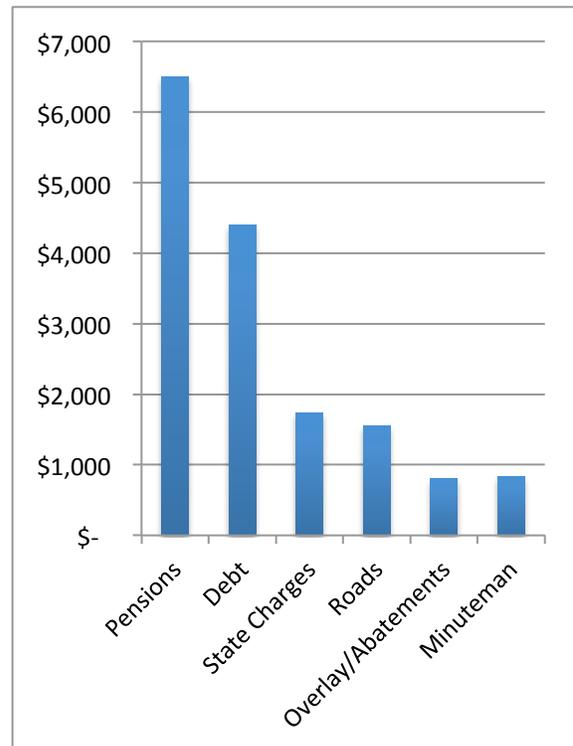
- The override has allowed Belmont to maintain level services across municipal budgets, avoid major cuts in services in the School budget, and make new investments in capital (roads, etc.)
- The School budget is increasing by 7.6% from General Funds (6.6% across all funding sources), with an incremental 16 FTEs to cover increased enrollment and special education costs; the Belmont Public Schools budget at \$49.7 million is 58.8% of the Operating Budget (Exhibit 2)
- Municipal budgets have increased by an average of 3.1%, retaining level services
- Fixed costs are relatively flat, at a 0.8% increase, but this masks a 13.5% decline in debt expense (with the retirement of Chenery debt and associated debt exclusion revenue), a 20.6% increase in operating spending on roads, and a 10.7% increase in our Minuteman assessment
- The override and state aid \$386,000 greater than anticipated allows for a 30.3% increase in the discretionary capital budget, addressing the request of the Capital Budget Committee

- Rising compensation and school enrollments are key drivers causing overall costs to continue to rise faster than revenue, putting pressure on the future budgets
- Continued flat health insurance costs have allowed more resources to flow to direct services
- Pensions and debt account for 68.9% of fixed costs, with Pension costs rising by \$479,090 and debt expense falling by \$687,468 (also with Chenery debt exclusion revenue expiring) (Exhibit 3)

**Exhibit 2: Operating Budget by Department**



**Exhibit 3: Fixed Costs by Expenditure**



**III. Departmental Highlights:** The key analyses and recommendations for specific departments are summarized below. Detail and support is provided in the report that follows.

**Education (Belmont Public Schools and Minuteman):**

1. *Increased Enrollment:* The high enrollment growth seen in FY2013 and FY2014 has continued this year, although the rate of growth has slowed: 86 new students were enrolled in Grades K-12 as of October 1, 2014, compared to 142 last year and 94 in October of 2012; and 82 additional students are expected in FY2016, based on the School Department’s Enrollment Modeling Group report. FY2015 increases were seen throughout the system, with the highest growth at the high school, with 54 new enrollees. Growth continues to be high for English Language Learners, who increased from 182 last year to 222 as of October 1, 2014. Also, this year has seen a significant increase in Special Education students

requiring out-of-district placement, from 83 on October 1, 2013 to 93 this past October and 97 as of April 1.

2. *Personnel Cost Growth:* Personnel costs remain the primary driver of the Department's budget growth, increasing next year by 5.5% and accounting for 64% of the \$3.5 million increase in budgeted funds. Part of this increase results from the additional staffing projected for next year, a 3.1% increase from the staffing numbers included in this year's budget. At the same time, total salary dollars are growing by 7.25% next year, an indication that salary increases are an even more significant factor to overall cost growth. The contract negotiations completed last summer did not achieve any structural changes to the existing compensation systems.

3. *Special Education Program Costs:* Since the third quarter of last year, several Special Education accounts have experienced very high growth, and the FY2016 budget reflects the Department's expectation that these expenditure levels will continue: the \$1.27 million increase in non-personnel budget accounts in FY2016 is due largely to increases in the Special Education accounts for contract services (+\$425,000), out-of-district tuitions (+\$452,000), and transportation (+\$204,800). Together, these accounts will have increased from \$6,482,522 in FY2014 to \$7,929,032 in FY2016, an increase of 22.3%, and next year will represent 59.4% of the Special Education program budget and 14.2% of the entire School Department budget. Moreover, the increases in these accounts have been major contributors to Department budget deficits during the past two years, leading to requests for both Reserve Fund transfers and a Special Education Stabilization Fund appropriation.

4. *Minuteman:* Uncertainty regarding the Minuteman Regional District continues. It appears the long sought amendment to the district agreement lacks the unanimity needed for passage and will likely fail in its present version. The district is moving forward with a building project for a new school with an enrollment of 628 students, although a unanimous vote of all 16 towns is required for a bond issue to support the school and is in doubt. Some progress has been made at the State level, with DESE approving the concept of an inter-municipal agreement that would require non-member towns to pay their fair share of capital costs as a condition of sending students to Minuteman.

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

1. DPW continues to provide an outstanding level of service in the face of budget constraints. The passage of the override in April will enable considerably more sidewalk repair and a modest but important increase in road repair. The new Underwood Pool is a welcome development but other pressing infrastructure needs remain. A new position of Recreation Director, if hired, would lead to improvements in programming offered, asset utilization, and rationalization of fees charged.

2. Community Development (CD) includes responsibility for pavement management (repaving), stormwater management, controlling illicit sewer connections, and other major engineering projects. CD also provides building permit and inspection services as well as planning, including support for the Zoning Board of Appeals and the Planning Board. The new position of Assistant Director has led to more efficient staff utilization. Staffing for the entire Department is only 8.97 FTE, which limits the amount of code enforcement and other essential services.

3. The consolidation of town and school facilities management has been very successful. The Facilities Department faces many demands in managing the physical condition, energy use, infrastructure requirements (e.g., telecommunications) and general maintenance and upkeep of our intensively used buildings within significant budget constraints. The department also provides valuable advice and oversight for town construction projects such as the new Underwood pool.

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

1. Over the past five years the Police Department has experienced twenty vacancies, due to retirement and voluntary separation. The process of selecting candidates and sending them to the Police Academy and training them within our system has always been a management challenge in an environment of increasing complexity of the role of police force and constrained municipal budgets. The K-9 program continues to be viewed by the department and the community as a successful additional resource in the department enhancing community awareness and engagement.

2. Over the next three years, approximately one-third of the Fire Department's administration will be eligible for retirement, with FY2018 representing the peak year. The Town will be able to assess in the coming two budget seasons whether this creates opportunities to reorganize or outsource non-core duties for greater efficiency while ensuring that Departmental priorities are not compromised. An analysis of peer community organizational models and data gathering will bring ideas, efficiencies and enhance support for departmental goals while ensuring priorities are met.

3. In FY15 the Police Department received funds to restore the School Resource Officer (SRO) position at Belmont High School. The SRO is emblematic of the Department's overarching policing philosophy to create a community presence while providing an integral public safety service. While traditional policing activities are at the core of the department, the increasing nontraditional demands of mental health related problems, substance abuse, and domestic violence has broadened the department's role – and increased the demands of training – as police agencies seek to deliver fair, effective, and efficient public safety services.

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

1. The Town Administrator Department is budgeting for an expected increase in legal services due to factors such as execution of the sale of the Cushing Square municipal parking lot, the sale of the Woodfall Road property, mediation over the Fire Station construction issues, conducting union negotiations, and the issuance of more liquor licenses.

2. The Town Accountant Department added a full-time employee in FY15, and reduced the use of part-time employees. The new staff is justified by the workload, the need to have someone in the office, and the need for continuity.

3. Under the Town Administrator Department, a new study will be undertaken to find ways to maximize revenues and create efficiencies in recreation, combined facilities and capital assets. This study will be paid for with \$88,000 in health insurance savings.

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

1. The Council on Aging continues to expand its programs while maintaining essentially a level budget. They successfully leverage their funds to seek grants, donations, revolving funds and volunteer services to reach and serve approximately 20% of Belmont's population.

2. The Health Department serves a broad and vital array of needs of Belmont residents – from public safety to health protection and social services. Notably, the 2014 global Ebola crisis required significant and unanticipated preparedness planning in towns throughout Massachusetts, including Belmont. Outreach to Belmont veterans has identified a growing set of needs, and the budget impact of these mandated benefits is being carefully monitored by department leadership and town administrators. Finally, the Board of Health and staff have been thinking creatively about the way inspectional services are delivered, which will require further exploration this year.

3. The Library continues to fulfill its mission – serving as a resource for equal and open access to information that address the diverse needs and interests of the citizens of Belmont – at a level services budget. This year's budget includes additional funding for technology and technology security as the staff continues to pursue efforts for digital expansion within available resources. Staff is also attentive to the maintenance needs of an aging building, both by utilizing centralized resources as well as educating town leaders of longer-term options to ensure that the Library has the facilities necessary to continue fulfilling its mission.

#### **IV. Risks and Concerns regarding the FY2016 Budget**

The FY2016 budget cycle was hugely impacted by the passage of the override. The state economy appears strong, which should insulate us against midyear cuts in state aid. We have an experienced team across the board in Town and School leadership.

There are, however, four areas that require ongoing attention:

- Special education costs continue to occupy a larger and larger percent of the Education budget and created a \$1.3 million variance in FY2015 that was managed down to a \$535,000 deficit, ultimately resulting in a Special Education Stabilization Fund appropriation and a request for a Warrant Committee Reserve Fund transfer. This cost category, particularly out-of-district placement and transportation costs, is difficult to forecast and small changes can have meaningful impact.
- The Belmont Public Schools have experienced unusually large enrollment growth in the past few years, with 86 new students this year as of the October census. The School department forecasts an additional 82 new students in FY2016 though there is some risk here, particularly in the number of high-cost English Language Learners, whose count has nearly doubled since FY12.

- Belmont’s model of self-insurance for healthcare has enabled budgeted cost to remain flat once again in FY2016. If our actual experience with healthcare expenses exceeds our forecast, these additional costs would need to be absorbed. Belmont does employ reinsurance policies to manage extraordinary events.
- The overall School budget, factoring enrollment growth, compensation increases, rising special education costs, and past increases in healthcare expenses, has outpaced revenue growth for a decade, even with substantial costs having shifted to parents in the form of larger direct fees. This increase in expenditures will not only necessitate deployment of override funds but will require ongoing careful cost management, particularly in compensation growth.

## **V. Free Cash and Stabilization Fund Update**

Belmont started FY2015 with \$7,465,047 in certified Free Cash. In the past several months, the Board of Selectmen and Warrant Committee have agreed upon a Free Cash Guideline – which is that Belmont will seek to maintain Free Cash in the amount of 3-5% of the current year’s General Fund Revenue Budget (with a target of 4%). As the FY2015 General Fund Revenue Budget was voted to be \$95,238,925, this would suggest currently holding between \$2.9 million and \$4.8 million in Free Cash.

In November, Town Meeting voted 68% to 32% to allocate \$1.3 million in Free Cash for the Belmont Center Project. The FY2016 budget allocates \$1.75 million in Free Cash to the operating budget, including \$169K for Belmont Center debt service. On May 6, Town Meeting appropriated \$748,000 for the snow and ice budget and assuming Town Meeting approves the OPEB Stabilization Fund contribution of \$334,832 from Free Cash, Belmont will retain \$3.3 million in Free Cash, or 3.5% of the FY2015 General Fund Revenue Budget.

It is expected, however, that we will replenish our Free Cash balance to some degree as of the July 1, 2015 certification, due to revenues in excess of budget and expense turnbacks. The six-year average for Free Cash replenishment is \$2.6 million. Some amount close to this will be necessary if we are to use ~\$1.6 million of Free Cash in the FY2017 operating budget, replenish the Special Education Stabilization Fund, and protect ourselves against future unexpected costs, such as snow removal.

Assuming Town Meeting votes affirmatively, there will soon be three stabilization funds – each effectively “rainy day funds”. The Special Education Stabilization Fund was established in 2012, with \$250,000 voted to cover extraordinary special education costs. The full amount of the original deposit was withdrawn by vote of Town Meeting on May 6, 2015 and will need to be replenished in a future (currently unscheduled) vote. Two new stabilization funds are expected to be utilized in June: the first to hold the \$1.67 million of override funds that are not needed in FY2016 – but rather is designed to extend the impact of the override as long as possible – and the second a Major Capital Stabilization Fund that is intended to hold one-time revenues from the sale of Town assets and possible excess Free Cash (beyond the 5% Free Cash Guideline upper-end). This Major Capital Stabilization Fund is intended to help address four very large capital projects: the high school, the DPW facility, the police station, and the library.

The Warrant Committee acts in the belief that taxpayer monies must be deployed with the greatest possible efficiency and effectiveness and that overrides in Belmont are rare. It will be a top priority of the Warrant Committee to ensure that the current override is sufficient to balance Belmont’s budget for as long as possible. The three stabilization funds are an important part of that strategy.

**VI. Commentary on Long-Term Trends**

The headwinds faced by Belmont are the continuation of several long-term trends that we have been managing for years and will continue to do so. There are four major drivers on the expense side, in no particular order: 1) increasing compensation costs, 2) enrollment growth and mandated school costs, 3) increasing capital investment / maintenance costs, and 4) our large pension and healthcare obligations. These four factors have pushed Belmont – and many comparable towns – either to squeak by each year for the past decade or to pass overrides.

**1. Compensation**

Compensation costs represent 69.3% of the overall Belmont budget. As such, controlling compensation growth and matching it to revenue growth will remain a vital factor in keeping our budget in balance for years to come. Compensation growth over the past ten years has been an important driver in nearly every nearby town’s budget challenges, including Belmont’s.

Many Municipal and School employees are unionized, with contracts that are typically negotiated every three years. Our last contracts were finalized in 2014 and include growth that exceeds our forecasted revenue. The FTF forecast includes 3.2% baseline growth on the Municipal side and 4.1% baseline growth on the School side through FY2019, as compared with recent revenue growth in the 3.0-3.5% range. Managing this salary inflation to match revenue growth is arguably our most important task on an ongoing basis, including in the 2017 labor negotiations.

**2. Enrollment Growth and Mandated School Costs**

Belmont’s school system is clearly a powerful motivator in attracting new families to move here, including from all over the world. Over the past ten years, student enrollment has increased by 595 students, more than the total populations of any of our four elementary schools. Maintaining classroom sizes has necessitated more teachers and aides.

The FTF forecast anticipates another 328 students entering the system in the next four years, including 106 new students expected to come from the Cushing Village and Uplands developments. The School Department estimates a need for 20 new FTEs in FY2016-FY2018 based on increased enrollment.

Growth in Special Education and ELL costs has also contributed significantly over time, with meaningful forecast growth in the coming years. These costs are challenging to forecast and budgets will be set annually based on current data. Managing these mandated costs will require creative and thoughtful effort over time, as meeting student needs is the necessary priority.

### **3. Capital, Maintenance, and Infrastructure**

Decades of underfunding maintenance of our roads, sidewalks, and other capital assets have added to our current burden. The Pavement Management Committee analysis of 2007 determined that 69% of our roads would have to be completely re-built from the dirt up – a far more expensive proposition than preventative maintenance.

Override attempts in 2006, 2008, and 2010 all attempted to reverse this trend and invest more in our capital assets, and the roads in particular. All were voted down, leaving Belmont’s roads in their current state of disrepair.

The FTF recommendation (funded by the override) budgets \$620-750K per year in additional funds for roads, sidewalks, and other capital. The goal, in part, is to increase the level of preventative maintenance so that the more recently repaved roads are kept from deteriorating to the point that more expensive, complete replacement is required. In fact, in the next year, Belmont will spend \$2.55 million on our roads and sidewalks – not only the most ever, but approximately the maximum amount that Community Development can reasonably spend during the months with weather amenable to pavement work.

Beyond the roads, in 2011, Town Meeting voted to create a consolidated Facilities Management group (and Director) under the oversight of the Town Administrator and Belmont Schools Superintendent. This team, in collaboration with the other Town Departments and the Capital Budget Committee, will continue to identify the most critical maintenance and capital asset management opportunities.

It is important to note there remains a list of large capital projects that the FTF report envisions Belmont initiating over the next nine years, most notably the high school, DPW facility, police station, and library. The impact here is more on borrowing costs vs. operating expense but the cost of these new projects will likely be meaningful for taxpayers – with cost estimates in the range of \$200 million overall.

### **4. Pension and Healthcare Obligations**

*Employee pensions.* In decades past, Belmont underfunded its pension obligations, creating an unfunded liability of over \$60MM. In recent years, we have worked in collaboration with the Belmont Retirement System to establish and maintain an aggressive funding schedule that pays down our unfunded liability by 2027.

Underfunding our pension obligations in the past has both increased the burden on current taxpayers and contributed to the forecasted budget deficits that the override is designed to address. In FY2016, for example, we are budgeting \$6,502,635. This amount is scheduled to grow at roughly 7% each year, increasing the fiscal pressure. It is important to note that Belmont conducts a biennial actuarial valuation to evaluate investment performance and other factors, enabling us to regularly evaluate our funding strategy. Strong investment performance of the recent past may prove helpful in that regard.

The current plan is to continue to pay off our unfunded liability by 2027, prior to the state-mandated goal of 2040, as this leaves some cushion in the event of a financial downturn like we recently

experienced. When the pension liability is fully funded, Belmont will then be able to shift dollars to accelerate the pay-down of our even larger, unfunded OPEB liability.

*Healthcare, including other post-employment benefits (OPEB).* Overall, healthcare costs represent one of the most significant management challenges for Belmont. Nationally, healthcare inflation has been more than double overall price increases for the past 30 years (215% vs. 100%). These rising costs impact our annual budget as well as our retiree healthcare obligations, otherwise known as OPEB. In recent years, Belmont has done a very good job on this front through self-insurance and effective negotiations, keeping growth at or near 0%. At the national level, healthcare inflation has also moderated in recent years.

The FTF analysis forecasted 2.5% growth in FY2016 and 5% growth in healthcare costs FY2017- FY2019. The good news is that Belmont's FY2016 healthcare inflation again remained at 0%. This is one area that Belmont's leadership will continue to manage carefully, with the goal of mitigating these increases as much as possible.

There has been considerable discussion of the \$196 million liability for retiree benefits on the Town's balance sheet and its potential impact on the town's AAA rating. Following the guidance of our actuarial consultants, Belmont adheres to GASB 45 rules by using pay-as-you-go funding as well as an annual contribution to future liabilities. Specifically, the FY2016 budget includes \$1,243,722 to pay for health care benefits for currently eligible Belmont retirees, although the total cost of retiree health benefits is substantially higher when including subsidies provided to Medicare-age retirees to help pay for supplemental costs.

The financial articles also include a contribution of \$366,738 into the Town's OPEB Stabilization Fund for the purpose of funding future benefit payments. In addition, the Town has implemented a series of measures to address the future cost of these benefits including: changes to health insurance plan design, required participation in Medicare for eligible retirees, and providing the state allowable minimum 50% contribution for retiree health insurance. Finally, funding now allocated annually to cover pension costs will be available for the OPEB obligation once the unfunded pension liability is resolved in 2027.

Belmont is not alone – either in Massachusetts or compared to towns across the nation – with regard to its large unfunded retiree healthcare liability. It is clear that ongoing action by the state legislature and federal government – with the impact of lowering the growth in healthcare delivery costs and providing new tools for expense management – will be required to help cities and towns meet this obligation.

## **VI. Organization of the report**

As in the past, the Warrant Committee takes a programmatic approach to analyzing the budget. Under this approach, we identify the programs provided by each department and then analyze the cost and FTE allocations of those programs. For each department, we have provided a description of the core mission and services provided. We then present a spending overview on a programmatic basis. An expense analysis follows, detailing and explaining those expense items that have changed by more than

\$5,000 and 5%. There is description of proposed additions to programs and services, whether budgeted or not. Where useful, we have included special analyses on issues confronting a department. Each section concludes with a recap of progress with respect to recommendations made in FY2015, and then our observations and recommendations for FY2016. We continue to refine this format and welcome all feedback on how to make this report more useful to Town Meeting Members. Our email address is [WCPublic@belmont-ma.gov](mailto:WCPublic@belmont-ma.gov)

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# HUMAN SERVICES

## Council on Aging

### Budget Overview

FY 2016 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2016 FTEs
\$394,456	\$14,324	3.77%	5.91

#### Department Mission / Description of Services

*Mission:* Provide services to enrich the ability of seniors to live safe, independent, meaningful and healthy lives. There are 5,051 Belmont residents over the age of 60, or approximately 20% of the population.

*Services:* Transportation; social services for seniors and their families; on-site and home-delivered meals through Springwell, a funded non-profit; fitness activities and health education; recreation, education and arts programs for socialization; volunteer service opportunities; and, senior trips. Also manages the Beech Street Center rental program. The number of users of services and programs increased slightly from the previous year to a total of 1,905.

#### Budget by Program

Transportation accounts for the largest percentage of FTEs (34.3%) and highest percentage of budget dollars (33.5%). FTEs for volunteers or grant-funded programs are not included. [FTE adds to 5.96; ?]

Program	FTEs	FTE %	Budget \$	Budget %
Transportation	2.03	34.3%	\$132,376	33.5%
Social Services	1.25	21.1%	\$80,745	20.5%
Nutrition	.12	2.0%	\$9,873	2.5%
Health & Wellness	.98	16.7%	\$93,742	23.8%
Socialization & Arts	.94	16.0%	\$49,986	12.7%
Volunteer Services	.42	7.0%	\$14,153	3.6%
Senior Trips	.10	1.7%	\$6,843	1.7%
Rentals	.07	1.2%	\$6,738	1.7%
Total	5.91	100%	\$394,456	100%

#### Expense Analysis

The \$14,324 increase in the budget is driven primarily by a new employee who elected family health insurance, standard cost of living and slight increase in copier costs and custodial overtime. Transportation is again approximately 1/3<sup>rd</sup> of the budget. Transportation for the seniors is critical to many if they are to remain independent. To employ a means-testing would

disqualify the COA for transportation grants. Transportation expenses are supported in part by State and private grants. Most of the Health and Wellness budget line items are largely self-supporting by revolving funds.

**Requested Adds (not included in budget above)**

Request	Rationale/Support
An additional \$5,890 to provide social worker coverage during the Summer	The social worker shared with the Health Department does not work in the Summer
Full-time dedicated custodial	The heavy use of the Beech Street Center and the likelihood of more weekend programs. Custodial services are provided under the Facilities Department budget.

**Special Analysis/Observations**

*Data Collection:* COA Data Collection continues to be improved.

*Beech Street Center Rentals:* For the last full year Beech Street gross rentals were \$16,000. However, after deducting custodial expenses of \$5,280 and trash collection of \$210, the net was only \$10,500. In addition, approximately \$6,400 of administrative time and utilities is not included, and thus, the rental program is not a significant profit center.

*Overall Funding:* The Council on Aging is remarkably successful in leveraging their relatively small budget of less than \$400,000 to provide a wide spectrum of services to the seniors. For the last full year, their transportation grants totaled \$9,588. Their revolving funds for fitness, health and adult Ed programs and trips total \$94,265. Although meals are provided under the Springwell Nutrition program, the Council on Aging served 11,900 meals on site and an additional \$9,000 meals served to the homebound. In addition, the Council has received donations and gifts and has organized volunteer services to assist seniors totaling 14,921 hours.

For fiscal year 2016, the COA is seeking Federal, State and private grants for transportation, personal safety devices, general programing, volunteer coordination, and programing grant Title III totaling \$55,464.

*Intra Dept. Cooperation:* There is an obvious synergy between the services rendered and the constituency served between the Board of Health and the COA. Evidence of the synergy is the current sharing of a social worker for 20 hours per week in each department. In addition there is a substantial sharing with the COA transportation capabilities and its facility with the recreation department.

## Recommendations

### Recap of Prior Year Recommendations

Recommendation	Status
Closely monitor transportation (as it constitutes approximately 1/3 of the budget) to be sure the expense is justified	Progress has been made in identifying users
Consolidation	It is unlikely that consolidation with the Health Dept. to control Veterans affairs and Social Worker services under one department will happen
Inter-Departmental Cooperation	See comments above. There is significant inter-departmental cooperation with the use of the center with the Recreation Department and providing services to the elderly with the health department

### FY 2016 Recommendations

Recommendation	Rationale
Continue to track usage by different users particularly in the area of transportation including, if possible, breaking down the nature of the trips, i.e., medical, shopping, other	Transportation represents 1/3 of the budget and the expenditure of significant grant money. The data collection is necessary to justify this service.

## Health Department

### Budget Overview

FY 2016 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2016 FTEs
\$563,273	\$58,357	11.56	4.8•

- Excludes public health RN shared with Lexington through professional service contract

### Department Mission/Description of Services

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

*Services:*

1. Public safety (emergency planning, hazardous waste disposal, animal control, etc.)
2. Inspection services (licensing and enforcement of restaurants, camps, etc.)
3. Social services (access to resources, counseling for youth and families, Veterans assistance, intergenerational programs, etc.)
4. Disease prevention (prevention of flu, mosquito-borne diseases, communicable disease, plus health education)

### Budget by Program

As in past years, the amount allocated to "other" represents the largest percentage of the departmental budget and includes disease prevention (mosquito control), hazardous waste disposal, expenses for the Veterans Officer, professional services, supplies, equipment, and vehicle maintenance. There are no significant changes in the budget allocation among programs, but further analysis in FY2016 will better allocate "other" costs to programs.

Program	FTEs	FTE%	Budget	Budget %
Public Safety	1.3	27%	\$ 101,117	18%
Inspections	1.7	35%	\$ 138,570	25%
Social Services	1.0	21%	\$ 114,903	20%
Disease Prevention	0.8	17%	\$ 59,922	11%
Administration/Other			\$ 148,761	26%
<b>Total</b>	<b>4.8</b>	<b>100%</b>	<b>\$ 563,273</b>	<b>100%</b>

Belmont contracts with Lexington for a 0.4 FTE Public Health RN. The position is not reflected in the FTEs below but the contract position cost is included in the budget.

## Expense Analysis

Items that have changed by more than 5% and more than \$5,000:

Line Item	FY2016	Prior Year	% Change	Explanation
Health Insurance	\$44,590	\$22,295	100%	2 employees joined the health plan
Veterans Benefits	\$94,000	\$53,000	77%	Added veterans requesting benefits

## Adds

The Health Department has again requested its half-time social worker (shared with the COA) be increased to full-time. That addition is not reflected in the budget analysis above, and is not likely to be funded.

## Special Analysis/Observations

*Financial/operating information:* This department does an excellent job of capturing cost and revenue information and has good activity indicators for its programs.

*Staffing:* The department was short-staffed in FY2015 – at times, down as many as 3 employees. A replacement for the promoted Assistant Director was hired in April 2015. Outsourcing was used to fill in for missing staff.

*Veterans Benefits:* A replacement for the part-time Veteran Services Officer was hired in 2015. Since then, increased outreach has doubled the number of veterans served within a few months, which translates to additional veterans requesting benefits. 75% of veteran financial assistance is reimbursed by the Veteran Services Administration of the Commonwealth, but the town is responsible for 25% of these required services.

*Collaboration:* The Ebola humanitarian crisis involved coordination with MA Department of Public Health and other Boards of Health. A hoarding and healthy housing collaboration is in early stages with Health Department, Police, Fire and Council on Aging. The restaurant review committee is combining Health Department, Zoning, Plumbing and Electrical to streamline and improve the inspection process. A multi-town collaboration around a tobacco/nicotine public health initiative is being managed by Brookline (and funded by a grant).

*Fee Structure:* The Health Department reviews and adjusts permit and inspection fees annually. Minor fee increases were implemented in 2015, after significant increases in the prior two years.

**Recommendations**

**Recap of Prior Year Recommendations**

Recommendation	Status
Explore combining all social services (COA, current teen/family effort at Health, Veterans Services) in single unit under Town management	Not looked on favorably by the Board of Health because it is not compatible with the town structure (i.e., independent and elected Board of Health), but the department shares staff and collaborates successfully with other departments (e.g., hoarding initiative)
Explore shifting of Animal Control responsibilities to Police Department	Neither Health nor Police want this. The Animal Control Officer works closely with police and is highly available

**FY 2016 Recommendations**

Recommendation	Rationale
Explore the targeted use of inspection outsourcing (used by other towns, and shown to be effective during FY2015 staffing shortage)	Could free up senior staff time for strategic public health initiatives, while continuing to accomplish required inspections

**Library**

**Budget Overview**

FY 2016 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2016 FTEs
\$ 2,114,463	\$ 14,693	0.70%	23.8

**Department Mission/Description of Services**

*Mission:* Serve as a resource for equal and open access to information, ideas and technology to enrich the lives of all; provide services that address the diverse needs and interests of the citizens of Belmont; and, promote and support a strong sense of community.

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

### Budget by Program

The library provides services in five primary program areas: Circulation Services; Adult/Reference Services; Young Adult Services; Children’s Services; and Technical/Processing Services. The budget calls for an increase below the town average. There are no significant changes in the allocation across program areas. The FY 2016 allocations are:

FY16				Total Budget		FTEs	
	Salaries	Benefits	Other Expenses	\$	%	#	%
Circulation Services	203,347	44,648	119,032	367,027	17%	6.4	27%
Adult Services	421,524	72,504	119,673	613,701	29%	6.3	26%
Young Adult Services	61,551	9,710	15,518	86,779	4%	1.0	4%
Children's Services	165,524	29,226	53,757	248,507	12%	3.4	14%
Library Plant Operations	72,774	8,303	233,168	314,245	15%	1.3	5%
Technical Processing	164,852	34,960	94,956	294,768	14%	3.4	14%
Administration	157,121	19,147	13,168	189,436	9%	2.0	8%
<b>Total</b>	<b>1,246,693</b>	<b>218,498</b>	<b>649,272</b>	<b>2,114,463</b>	<b>100%</b>	<b>23.8</b>	<b>100%</b>

### Expense Analysis

Two line items other than health insurance changed by more than 5% and more than \$5,000:

Line Item	FY 2016	Prior Year	% Increase	Explanation
Technical Services/ Computer Services	\$ 70,216	\$ 66,665	5.33%	Additional licenses and improved security for online services
Books and Periodicals	\$ 307,933	\$ 293,270	5.00%	Maintenance at current levels

### Requested Adds (not included in budget above)

- \$6,468 to add one evening in the Children’s Departments for 44 weeks from September to June
- \$10,000 for popular materials and electronic resources including databases, eBooks, and eReaders

### Recommendations

#### Recap of Prior Year Recommendations

Recommendation	Update
Finalize a Memo of Agreement with the Town for facility consolidation	In process

Ongoing attention to the use of benefitted part-time positions	Reduced the number of benefitted part-time positions by one, while overall staffing levels have remained essentially unchanged
Develop additional management information and long-term plans for Digital Expansion	The library continues to develop and research opportunities for digital expansion within the available budget

**FY 2016 Recommendations**

<b>Recommendation</b>	<b>Rationale</b>
Further develop planning efforts to address the maintenance and capital investment infrastructure	Library administration and trustees are considering maintenance and improvement options for an aging structure, ranging from: the pressing need to replace the heating system (after several heating failures this winter), a study to estimate the cost of updates to the existing building, and re-considering options for a new library. The Library has discussed long-term needs with the Financial Task Force. The Warrant Committee recommends that the Library continue to engage in a productive dialogue in the town, to educate and inform the BOS and other town bodies on options and costs.
Ongoing attention to the use of benefitted part-time positions	The Warrant Committee encourages town departments to recognize the total cost of employment, including benefits, and to consider benefit costs when making staffing decisions, particularly given the availability of subsidized, high quality health care under the Affordable Care Act and through the state's Health Connector.
Develop additional management information and long-term plans for Digital Expansion	While digital expansion is likely to be an important element of the library's evolution, management information to evaluate the use of services can be difficult to come by. The Warrant Committee encourages the library to continue working to develop useful information to evaluate and rationalize additional spending for Digital Expansion. Identifying specific items for longer term investment in this area, informed by local and national trends around library technology spending, will further help to prioritize spending in this area (e.g., the additional \$10,000 for electronic resources and popular materials).

## GENERAL GOVERNMENT

### Administrative Departments

#### Budget Overview

FY 2016 \$	Change from Prior Year \$	% Change from Prior Year	FY 2016 FTEs
2,584,027	160,246	6.7	17.42

#### Department Mission/Description of Services

General Government Administrative Departments are responsible for the administrative, legal and management functions of the town.

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

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

**Information Technology:** *Mission:* Provide the technology infrastructure for the town government.

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

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

*Services:* (a) Administer benefits for current employees, retirees, and survivors; (b) handle employee and labor relations matters; (c) implement pay and position classification revisions; (d) ensure compliance with Federal and State employment regulations; (e) assist other departments in recruiting staff; and (f) provide information and assistance on HR-related matters to Town departments, external agencies, and the general public.

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

*Services:* (a) Oversee and coordinate activities of Town departments; (b) initiate and organize planning and budgeting; and (c) serve as senior point of contact for residents regarding town services and issues.

**Budget by Program**

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

**Information Technology:** Personnel expenses account for 47% of the budget, with the remainder spent on software licensing and support, computer equipment, and other non-salaried cost of services. ERP system (MUNIS) accounts for the largest share of staff time and technology training the least amount.

**Human Resources:** Time and money are divided among Benefits Administration services, which include health, dental and life insurance enrollments, deductions, bill processing, COBRA notices, labor relations and negotiations, and assistance to all Town and School employees and retirees.

**Town Administrator:** The largest amount of time and resources are spent in General Management services, which includes but is not limited to: meeting with department heads, overseeing and procuring insurance, and handling community relations. Legal Services takes the next largest amount of resources.

Program	FTE's	FTE %	Budget \$	Budget %
Town Clerk	4.5	26%	\$396,397	15%
Information Technology	5	29%	\$902,474	35%
Human Resources	2.92	16%	\$283,826	11%
Town Administrator	5	29%	\$1,001,330	39%
Total	17.42	100%	\$2,584,027	100.0%

**Expense Analysis**

Items that have changed by more than 5% and more than \$5,000:

Line Item	FY2016	Prior Year	% change	Explanation
TA-Legal Services	\$290,000	\$264,250	9.7%	Increase in amount of legal work anticipated
TA/BOS-Benefits	\$77,160	\$60,875	26.8%	One more elected official took Town health insurance
TA-Recreation, Facilities, Capital study	\$88,000	\$0	100%	Find ways to maximize revenues, efficiencies
Town Clerk-Elected Officials	\$88,016	\$82,971	6%	Salary increase
Town Clerk-Poll Workers	\$49,716	\$62,000	(19.8%)	Fewer elections budgeted

Town Clerk-Vote Equipment Repair/Maintenance	\$20,000	\$26,000	(23%)	Fewer elections budgeted, less voter machine programming
IT-Health Insurance	\$71,150	\$81,425	(12.6%)	Employee switched from family to individual plan
IT-Hardware supplies	\$37,500	\$32,000	17.2%	Server expenses

**Requested Additions (Not Presently Funded)**

Request	Rationale/support
TA-Additional Resources	Assist with new projects, recommendations and bylaws

**Special Analysis/Observations**

**Town Clerk:** Fewer elections are projected for FY16 than last year (budgeted 4 vs. 3). Town record digitization project (CPA funded) making progress: Part 1 evaluation done, Part 2 scanning done, indexing underway.

**Town Administrator:** This department is undertaking new tasks, such as work on the Underwood Pool replacement, the Belmont Center renovation, implementation of new water and sewer billing and collection system, reviewing and implementing the Financial Task Force recommendations, implementing the Stormwater and Snow Removal Bylaws, and additional recreation department programs. The new liquor licenses (7 all-alcohol, 2 beer and wine retail, and 8 beer and wine restaurant licenses) are being promoted. Town Hall rentals are also being more promoted. A new study will be undertaken to find ways to maximize revenues and create efficiencies in recreation, combined facilities and capital assets. This study will be paid for with health insurance savings.

**HR:** For years there has been a perceived need for another professional staff position in this department. This year it has been determined that the salary of the HR Assistant who administers Health, Life, and Dental Insurances for town and school employees could be shifted to the Health Insurance Trust. The Board of Selectmen has reviewed this transfer with the Town Administrator and this has allowed the creation and hiring of a full time professional position of Human Resource Generalist. This reorganization is without consequence to the operating budget and will provide full coverage and expanded planning, training and service in this department.

**Information Technology:** Conversion to cloud-based software is nearly complete (where possible), reducing licensing and maintenance costs. Conversion to virtual servers is well

underway, reducing equipment and maintenance costs. Recent analysis by the IT Advisory Committee recommended against consolidation of IT departments (Town, School, Library, Police, Light) due to added cost; also, IT departments meet monthly, collaborate, and share resources when appropriate.

**Recommendations:**

None.

**Recap of Prior Year Recommendations**

Recommendation	Status
Work with school department to streamline services wherever possible	Cooperation still going well, bringing in Library under new consolidated facilities department
Regionalization	Opportunities are explored as they arise
Further use of technology	Combining billing systems, working to automate room reservations
Re-work the VFW payment/lease	May be looked at
Re-bid services	Legal services budget increased again due to increased need, but rates are flat
Market Town Hall for rentals	More promotion has led to more rentals
Better coordination between small departments	For IT, new efficiencies through roll-out of cloud-based PeopleGIS/Forms, which enables coordinated department app development on town-wide platform – decentralized (cheaper) development with centralized (shared) data
More training regarding IT resources	Ongoing
Town Clerk look to new website engine	Automated open meeting law process not being explored further

**FY 2016 Recommendations**

Recommendation	Rationale
Study whether in-house counsel would be cheaper than outside counsel	Would prevent arbitrary fee increases and provide more stability

**Financial Departments**

**Budget Overview**

FY 2016 \$	Change from Prior Year \$	% Change from Prior Year	FY 2016 FTEs
1,450,539	57,687	4.1%	14.9

## Department Mission/Description of Services

General Government Financial Departments are responsible for the assessing, billing, and collection of town revenues in addition to managing the town's accounting function.

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

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

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

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

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

### Budget by Program

Program	FTE's	FTE %	Budget \$	Budget %
Accounting	3.6	24%	\$406,799	28%
Treasurer	7.3	50%	\$635,163	44%
Assessors	4	26%	\$408,577	28%
Total	14.9	100%	1,450,539	100%

**Expense Analysis**

Items that have changed by more than 5% and more than \$5,000:

<i>Line Item</i>	<i>FY2016</i>	<i>Prior Year</i>	<i>% change</i>	<i>Explanation</i>
Accountant-PT salaries	\$26,427	\$69,070	(61%)	Reduced PT staff
Accountant-FT salaries	\$242,354	\$177,357	36.6%	Additional FT position
Assessors-Health Insurance	\$32,570	\$22,295	46%	One more family plan, one less individual plan
Assessors-Revaluation	\$111,500	\$92,500	20.5%	Additional consulting for triennial certification

**Requested Additions (Not Presently Funded)**

Request	Rationale/support
None	NA

**Special Analysis /Observations**

**Accounting:** This department has added a full-time hire in FY15 and reduced use of part-time employees. The new staff is justified by workload and the need for continuity. There was no staff to cover in the event one of the existing staff was absent.

**Treasurer:** This department has been effective in reducing the amount of tax receivables, which benefits the Town.

**Assessors:** This department’s budget has increased for two reasons. First, this is the year of the triennial state certification process, which calls for some additional consultant support. The following year’s budget will not need to fund these incremental expenses. Second, although the number of employees has not changed, the level of health insurance benefits provided has increased. This higher level of benefits provided will likely continue in subsequent budgets. The reported number of FTEs increased from the FY15 budget value of 3.4 to the FY16 value of 4.0 to include the elected Board of Assessors. This difference is due entirely to a new policy of assigning an FTE of 0.2 to each of the three members of the Board of Assessors for FY16.

**Recommendations**

**Recap of Prior Year Recommendations**

Recommendation	Status
Town parking lot spaces priced below market	Continued progress; increases approved in FY15
Savings through technology	Continued progress as technology is implemented
Timely information distribution	Continued progress as distributions become faster

Use of technology	Continued progress as more technology is being introduced
All billings and collections for water, sewer and light should be centralized in the Treasurer's Department	New billing system in place for property taxes
Expand Payment in Lieu of Taxes program (PILOT)	The Revenues Opportunities Sub Group of the Financial Task Force confirmed the Town is pursuing all potential PILOT opportunities to the extent possible
Encourage more use of paperless billing	Continued progress as paperless billing has been expanded
Use part-time non-benefited workers whenever possible	Part of the decision-making process

### FY 2016 Recommendations

Recommendation	Rationale
Focus new PILOT opportunities on new acquisitions by non-profits	Non-profit entities may be more responsive to PILOT payment requests when their actions, such as acquiring land and buildings, actually reduce the Town's revenue
Seek to further automate motor vehicle abatement process	Processing abatements for motor vehicles could be automated further with assistance from the Registry of Motor Vehicles

Note: In addition to the budgets for the Administrative and Financial Departments, General Government also includes the Warrant Committee Reserve Fund that has a budget of \$400,000. The total General Government budget for FY2016 including the Reserve Fund equals \$4,434,566.

## PUBLIC SAFETY

### Police Department

#### Budget Overview

FY 2016\$	\$ Change from Prior Year	% Change from Prior Year	FY 2016 Headcount
\$6,968,006	(\$56,317)	(0.8%)	113

#### Department Mission/Description of Services

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

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

### Budget by Program

The budget calls for a spending decrease of 0.8%, with changes in the allocation of personnel and benefits among programs, in addition to the hiring of new staff at the start of the pay scales. The Board of Selectman approved funding for an SRO as a 0.75 FTE within the Community Services program area. Patrol Services accounts for the highest percentage of FTEs (40%) and the highest share of budget dollars (57.24%).

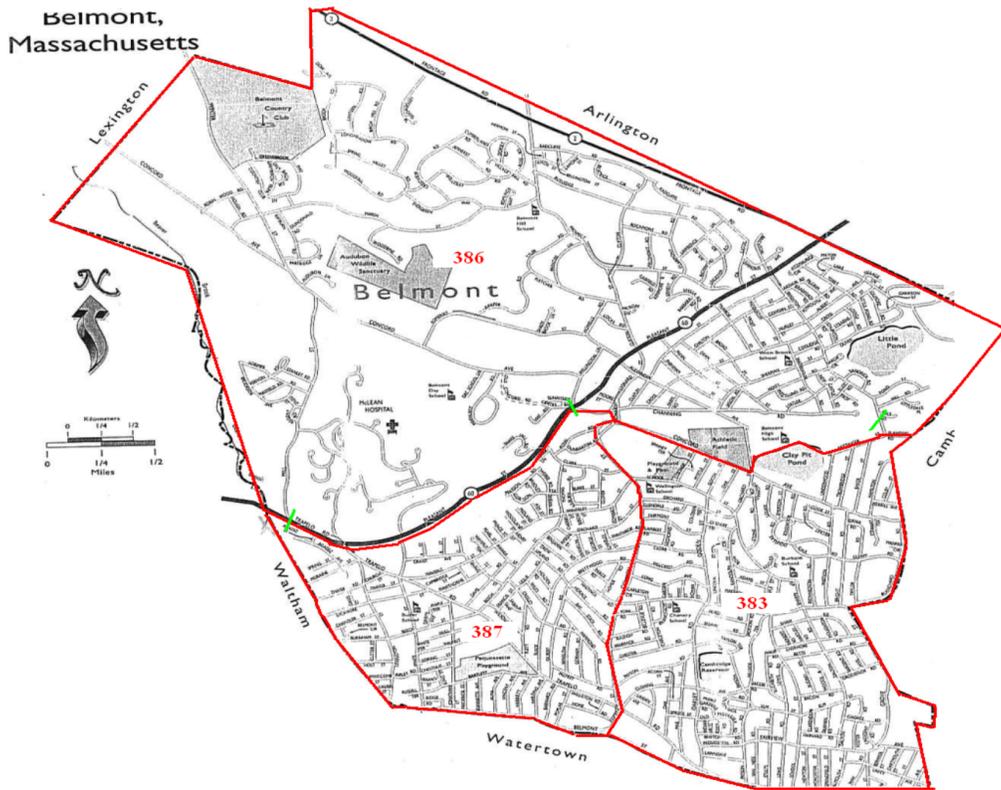
<i><b>Program</b></i>	<i><b>FTEs</b></i>	<i><b>FTE %</b></i>	<i><b>Budget \$</b></i>	<i><b>Budget %</b></i>
Patrol Services	35	41.2%	\$3,988,777	57.2%
Traffic Management	26	30.6%	\$565,382	8.1%
Detectives & Investigations	5	5.9%	\$553,508	7.9%
Community Services	4	4.7%	\$369,469	5.3%
Public Safety Comm.	10	11.8%	\$940,412	13.5%
Administration	3	3.5%	\$462,880	6.6%
Records	2	2.4%	\$87,577	1.2%
<b>Total</b>	<b>85*</b>	<b>100.0%</b>	<b>\$6,968,006</b>	<b>100.0%</b>

\* Note: the department also deploys 28 volunteer and per-diem staff, totaling 113 FTE

The chart below shows the incidents by sector of town as tracked by the Police Department:

<b>Total Incident By Sector – Calendar Year 2014</b>		
<b>Sector</b>	<b>Total Incidents</b>	<b>Percentage</b>
383	7,093	31%
386	9,921	43%
387	5,434	23%
999	723	3%
<b>Total</b>	<b>23,171</b>	<b>100%</b>

## Belmont Police Department Sector Map



### Expense Analysis

There are 10 line items that change by more than 5% and more than \$5,000 from the previous fiscal year. We highlight four below as the remainder were largely driven by settlement with bargaining units and accounting changes, with a number of wage and healthcare line items reallocated to more accurately reflect personnel assignments

<i><b>Line Item</b></i>	<i><b>FY2016</b></i>	<i><b>Prior Year</b></i>	<i><b>% incr.</b></i>	<i><b>Explanation</b></i>
Patrol: Salaries	\$2,348,322	\$2,528,252	-7.1%	Staff realignment
Patrol: Overtime	\$325,000	\$300,000	8.3%	Budget to actual
Traffic: PT Salaries	\$227,139	\$172,195	31.9%	Staff moved FT to PT
Community Services: Salaries	\$300,764	\$271,910	10.6%	New SRO position

### Requested Adds with Additional Funding if Available (not included in budget above)

<i><b>Request</b></i>	<i><b>Rationale/support</b></i>
Data analyst/expand business intelligence	See recommendation section below

## Special Analysis/Observations

**Cost Allocation:** Town Administrator and the PD leadership team have continued to refine the staff/benefit re-allocation to report out staffing. In addition to 48 sworn officers, the Police Department relies on a cadre of 28 volunteer & per diem staff for total headcount of 113.

**Staffing/Service Model:** Over the past five years the department has experienced twenty vacancies, due to retirement and voluntary separation. The process of seeking candidates from the Police Academy and training them within our system has always been a management challenge in an environment of increasing complexity of the role of police force and constrained municipal budgets. The K-9 program continues to be viewed by the department and the community as a successful additional resource in the department enhancing community awareness and engagement.

**Regionalization:** The Police Department continues to be actively involved with regionalization of Public Safety Communication/911 services and participates actively with NEMLAC, RRT, SWAT, ICS, STARS, to name a few.

**Sick/Disability Management:** The Warrant Committee continues to support effort by the Police Chief (and Fire Chief) to take tighter control over sick / disability costs by hiring Meditrol – a benefits consulting firm to drive cost savings and management of incidents. This outsourced service added by both the Police and Fire Departments has seen the persistent benefit of managing those costs.

**Department Metrics Data Analytics:** The department tracks data as required by federal, state and local regulations. Using data as business tool may provide insight to better deploy resources and create targeted educational/community outreach opportunities. Developing a comprehensive information technology strategy would further enhance the capability of the police force and give the management team greater access to making strategic investments in service delivery.

## Recommendations

### Recap of Prior Year Recommendations

<i>Recommendation</i>	<i>Status</i>
Add School Resource Officer	The PD and School leadership see that the role of SRO is a community asset
Consider increasing trainees based on analysis of historical turnover / vacancies	Getting candidates through civil service remains a challenge with candidates vying for slots closer to their homes and competition statewide

### FY 2016 Recommendations

<i>Recommendation</i>	<i>Rationale</i>
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Deploy resources to a data analyst or business intelligence consulting (BIC)	Using information as a business tool can enhance service delivery, productivity, and identify support for strategic changes. The PD can make better use of their raw data – making meaningful and useful information for analysis and decision-making. Using BIC insights, the department can be better equipped to make strategic improvements in the department.
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## Fire Department

### Budget Overview

FY 2016	\$ Change from Prior Year	% Change from Prior Year	FY 2016 FTEs
\$5,824,943	\$29,171	0.5%	55.5

### Department Mission/Description of Services

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

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

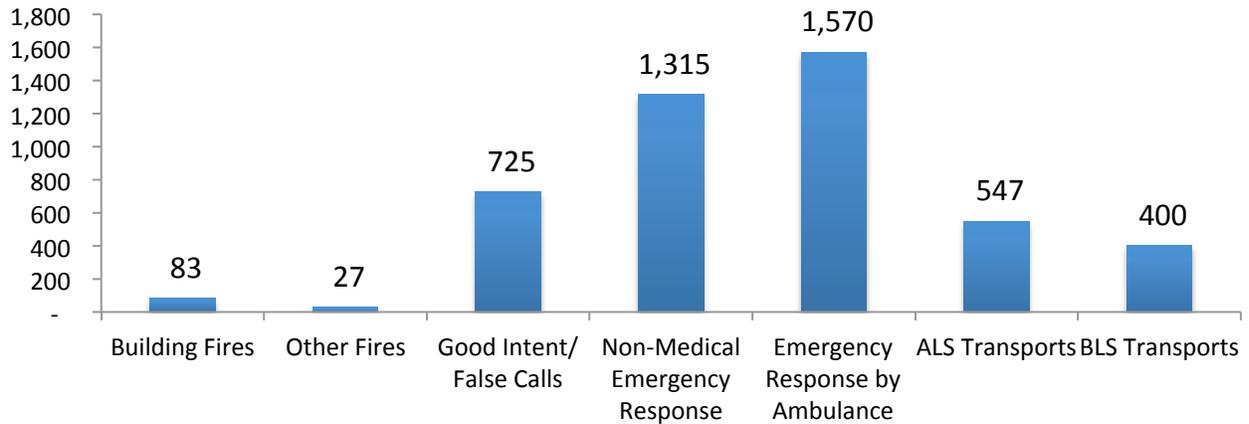
### Budget by Program

The budget as submitted shows a minimal increase of 0.5%, in part because compensation negotiations are still underway. Although the department has five primary functions, the budget and FTEs are divided into two functions due to the fact that the workload across functional divisions is shared and the Fire Department currently does not have supportable data to accurately report FTE workload by call type.

<b>Program</b>	<b>FTEs</b>	<b>FTE %</b>	<b>Budget \$</b>	<b>Budget %</b>
Administration and Fire Prevention	5.5	9.6 %	\$640,374	11.0%
Fire Suppression	52.0*	90.4%	\$5,184,569	89.0%
<b>Total</b>	<b>57.5</b>	<b>100.0%</b>	<b>\$5,824,943</b>	<b>100.0%</b>

*\*Fire Suppression FTEs include two new SAFER grant positions*

## 2014 Annual Incident Report Summary



### Expense Analysis

Line items that have changed by more than 5%, and more than \$5,000, from the previous fiscal year include:

<i>Line Item</i>	<i>FY2016</i>	<i>Prior Year</i>	<i>% inc./dec</i>	<i>Explanation</i>
Admin Health Insurance	\$38,580	\$54,865	(29.7)%	Reduction by one participant
Longevity	\$23,598	\$6,446	266.1%	Reflects anticipated retirements over next three years
Capital Outlay	\$49,600	\$43,600	13.8%	New fitness equipment

Of note, actual departmental overtime for FY15 is expected to exceed budgeted overtime by \$100,000 or 19.0%, due to an unanticipated retirement, a long-term injury, and two unfilled positions. The department has budgeted FY16 overtime in line with the FY15 budget and below FY15 actuals; four new firefighters (including two funded by a SAFER grant and two to replace vacancies) have been hired and will be on line by July, which will reduce the need for overtime.

### Requested Adds (not included in budget above)

Prior to the addition of new positions, an in depth analysis of staffing models and best practices in peer communities should be conducted to determine if there are opportunities to applicable to Belmont during the coming years of administrative transition.

### Special Analysis /Observations

*Administration:* Over the next three years, approximately one third of the Department's administration will be eligible for retirement, with FY2018 representing the peak year. We

encourage the Department to assess whether this creates opportunities to reorganize or outsource non-core duties for greater efficiency while ensuring that Departmental priorities are not compromised.

*SAFER and S.A.F.E. Grants:* We applaud the Department on its successful application for two federal grants. The SAFER grant will fund two new firefighters for two years, which will temporarily increase FTEs in anticipation of the aforementioned anticipated departmental retirements. The S.A.F.E. grant will fund continued fire prevention education for town seniors.

*Advanced Life Support:* The ALS service instituted by the Department in September 2013 has resulted in improved service to residents without increasing net costs. Total ambulance revenues for FY 14 were \$803,400; although this represents a 16% increase over the prior year, the town no longer is designated the primary back up for Watertown, and FY16 budgeted ambulance revenues reflect a minimal increase.

**Recommendations**

**Recap of Prior Year Recommendations**

<i>Recommendation</i>	<i>Status</i>
Consider increasing trainees based on analysis of historical turnover/vacancies	The department has hired a total of 4 firefighters, (including 2 funded by a SAFER grant), that will help address anticipated turnover
Assess software/tech resource needs as a department-wide exercise	Ongoing. Data analytics will allow the Department to manage resources and enhance departmental goals

**FY 2016 Recommendations**

<i>Recommendation</i>	<i>Rationale</i>
Evaluate and address succession of leadership	Anticipated administrative retirements afford an opportunity to restructure non-core duties and realize efficiencies while maintaining Departmental priorities
Evaluate staffing models and “best practices” of comparable towns	In-depth analysis of peer community fire departments can provide ideas, efficiencies and support for departmental goals.

Note: In addition to the Police and Fire Departments, Public Safety also includes Emergency Management (BEMA), which has a budget of \$24,341. The Public Safety budget for FY2016 including BEMA totals \$12,817,290.

## PUBLIC SERVICES

Public Services include Public Works, Community Development, and Facilities. These departments are discussed separately.

### Public Works

#### Budget Overview

Program	FY 2016 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2016 FTEs
Public Works excl. Recreation	\$6,467,190	\$45,816	0.7%	50.85
Recreation	\$875,523	\$43,624	5.2%	14.80
Total	\$7,342,713	\$89,440	1.2%	65.65

Note: \$ figures exclude water and sewer enterprise accounts

#### Department Mission/Description of Services

*Mission and Services:* The Department of Public Works (DPW) provides a wide variety of key Town services including street and sidewalk maintenance; snow removal, vehicle fleet maintenance, forestry, grounds and delta maintenance, solid waste collection and disposal, street lighting, parks and playing fields maintenance, cemetery maintenance, water and sewer maintenance and construction. In 2013 the Recreation Department was consolidated into Public Works.

Recreation provides Belmont residents with healthy, enjoyable and affordable activities regardless of age, gender or physical ability. Offerings include Summer Underwood and Higginbottom Pool Programs, Summer Sports and Activity Programs, School Year Programs, Skating Rink Programs, Spring Programs and Special Needs Programming.

#### Budget by Program

Program	FTE's	FTE %	Budget \$	Budget %
Administration	3	4.6%	\$324,567	1.5%
Street Maintenance	5	7.6%	\$688,026	3.1%
Snow Removal	0	0.0%	\$678,095	3.1%
Central Fleet Maintenance	4	6.1%	\$581,901	2.7%
Forestry	1	1.5%	\$285,101	1.3%
Delta & Grounds	1	1.5%	\$64,179	0.3%
Solid Waste Collection & Dispsl	1.5	2.3%	\$2,439,265	11.1%
Street Lighting	0	0.0%	\$331,900	1.5%
Cemetery Maintenance	5.70	8.7%	\$474,923	2.2%
Recreation	14.80	22.5%	\$875,523	4.0%
Parks & Facilities	5.25	8.0%	\$599,233	2.7%
Water Administration	2	3.0%	\$725,162	3.3%
Water Distribution	10.4	15.8%	\$5,561,084	25.3%
Sewer Maintenance	8	12.2%	\$7,851,436	35.8%
Stormwater Maintenance	4	6.1%	\$457,196	2.1%

Totals 65.65 100.0% \$21,937,591 100.0%

**Expense Analysis\***

The following budget line items changed by more than 5% and by more than \$5,000 from 2015 Estimated Expenses

<i>Line Item</i>	<i>FY2016</i>	<i>Prior Year</i>	<i>% incr.</i>	<i>Explanation</i>
Supplies	\$337,180	\$272,800	23.6%	Road salt price increase
Central Fleet Maint. – Fuel	\$62,870	\$91,300	–31.1%	Market price change
Forestry-Health Insurance	\$6,010	\$16,285	–63.1%	New hire, lower cost
Solid Waste Disposal	\$535,500	\$629,000	–14.9%	Reduced fees
Cemetery – PT Salaries	\$43,787	\$34,428	27.2%	Expected saving not realized, return to 2014 level
Recreation PT Salaries – SPORT	\$50,998	\$38,485	32.5%	Hire replacement, incumbent will retire during year
Rec. PT Salaries –Summer	\$149,400	\$133,003	12.3%	Pool staffing
Parks – Health Insurance	\$71,150	\$65,140	9.2%	Change in insured’s status
Parks – Fuel	\$12,834	\$18,600	–31.0%	Lower market price

**Requested Adds (not included in budget above)**

None.

**Special Analysis / Observations**

The department is constrained to work within the available revenue budget. However, an available revenue budget does not allow for additional investment to maintain Town infrastructure.

Defining a new position of Recreation Head and filling it soon should be a priority. The detailed Financial Task Force analysis shows important opportunities for expanded program offerings and additional fee revenue.

Sidewalk construction in the operating budget is budgeted at \$217,445. Given sidewalk reconstruction costs of approximately \$30/lineal foot, this budget allows for approximately 7,248 feet of sidewalk, representing a nearly 13X increase over the typical level. The passage of the override in April 2015 is an opportunity to address the deplorable condition of many of the town sidewalks.

The new Underwood Pool should be ready by summer 2015. As we have noted in the past, the Skip Viglirolo Skating Rink is past its useful life. The deteriorating condition of the DPW yard facilities also needs to be addressed. These assets may fail with little warning.

## Recommendations

### Recap of Prior Year Recommendations

Recommendation	Status
Increase recycling percentage	Recycling coordinator should explore further education/outreach. Belmont saves approximately \$70 for each ton diverted from regular trash to recycling stream.

### FY 2016 Recommendations

Recommendation	Rationale
Resolve disposition of incinerator site	Funds have been set aside for this purpose. The process is moving forward but post-closure use must be chosen and implemented.
Continue to evaluate Recreation operating as a self-supporting entity.	Expanded programming can generate revenues to cover operating expenses, maintenance, and capital costs.
Develop new programming across all age groups for new Underwood. Identify new revenue sources.	Additional pool and expanded usage present an opportunity to increase revenues to cover Recreation costs.
Collaborate with the School Dept. regarding operating Higginbottom and Underwood under an Aquatics Director.	Maximizing the use of both indoor and outdoor pools through additional programming and rentals could justify hiring an experienced aquatics director and teacher.
Develop relationships with other, self-supporting Recreation Departments	Increases efficiency and identifies additional successful programming.
Expand programming to utilize available space/facilities.	Programming for preschool and adults and other groups can generate revenues during the daytime hours.

## Community Development

### Budget Overview

FY 2016 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2016 FTEs
\$950,937	(\$34,119)	-3.5%	8.97

#### Department Mission/Description of Services

*Mission and Services:* There are four departments:

- **Administration** – administers and monitors requests for proposals, grants, contracts, and reimbursements.
- **Inspection Services** – issues building permits and conducts building inspections, also responsible for code enforcement. Plumbing and gas inspector is a shared position with the Town of Watertown.
- **Engineering** – responsible for the development, design, and oversight of road reconstruction and major sanitary sewer and storm drain rehabilitation projects.
- **Planning** – provides services and guidance on land use and related issues to the Board of Selectmen, Town Administrator, Town boards, residents, and developers.

#### Budget by Program

Program	FTE's	FTE %	Budget \$	Budget %
Administration	1.78	19.8%	\$158,148	16.6%
Engineering	2.44	27.2%	\$250,774	26.4%
Inspection/Enforcement*	2.70	30.1%	\$327,204	34.4%
Planning	2.05	22.9%	\$214,812	22.6%
<b>Total</b>	<b>8.97</b>	<b>100.0%</b>	<b>\$950,938</b>	<b>100.0%</b>

\* includes \$80,000 plumbing and gas inspector shared with Watertown

#### Expense Analysis\*

The following budget line items increased by more than 5% and by more than \$5,000 from 2015 Estimated Expenses

<i>Line Item</i>	<i>FY2016</i>	<i>Prior Year</i>	<i>% incr.</i>	<i>Explanation</i>
Planning – Health Insurance	\$16,285	\$22,295	-27.0%	Change in coverage
Admin – Health Insurance	\$38,580	\$48,855	-21.0%	Coverage for new position
Inspections--Health Insurance	\$32,570	\$48,855	-33.3%	Change in coverage
Engineering – FT Salaries	\$65,163	\$78,630	-17.1%	New hire at lower salary

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

None

### Special Analysis /Observations

The new Assistant Director position has improved the efficiency of OCD and was a good decision.

### Recommendations

#### Recap of Prior Year Recommendations

Recommendation	Status
Obtain historical document imaging system	No progress
Review organization of Planning Division and coordination with Planning Board	Completed

#### FY 2016 Recommendations

Recommendation	Rationale
None	Department is running well

### Facilities

#### Budget Overview

FY 2016 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2016 FTEs
\$5,146,336	-\$130,598	-2.5%	27.10

### Department Mission/Description of Services

In September 2013 the consolidation of the Town and School building maintenance departments into a single department was accomplished with the hiring of a new Director of Facilities. The consolidation process continues to evolve. In this report the Town building services will be shown with a comparison to the previous year and the total combined budgets will be shown separately but totaled as consolidated.

#### *Mission and Services:*

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

**Budget by Program**

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

<b>Program</b>	<b>Town</b>	<b>School</b>	<b>Total</b>	<b>Percent of Total</b>
Personnel	\$441,568	\$1,427,481	\$1,869,049	36.3%
Administration	\$2,460	\$7,534	\$9,994	0.2%
General Services	\$100,400	\$86,027	\$186,427	3.6%
Utilities	\$524,651	\$1,358,862	\$1,883,513	36.6%
Building Maintenance	\$25,000	\$77,499	\$102,499	2.0%
Contracted Services	\$189,000	\$423,428	\$612,428	11.9%
Supplies and Equipment	\$44,500	\$162,926	\$207,426	4.0%
Major Bldg. Repairs	\$275,000	\$0	\$275,000	5.3%
<b>Total</b>	<b>\$1,602,579</b>	<b>\$3,543,757</b>	<b>\$5,146,336</b>	<b>100.0%</b>

The functions of the Facilities department that include administration, building maintenance and major repairs/capital projects have a total 27.1 full time personnel allocated as shown below:

	Administration	Building Maintenance	Major Repairs / Capital Projects	Total
Management	1.37	1.30	1.20	3.87
FT Custodial/Technical	0.20	21.30	0.00	21.50
PT Custodial/Technical	0.00	1.73	0.00	1.73
<b>TOTAL</b>	<b>1.57</b>	<b>24.33</b>	<b>1.20</b>	<b>27.10</b>

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

None.

**Special Analysis /Observations**

The police station is not in need of major repairs at this time. The building is in better condition after recent work.

**Recommendations:**

It is recommended that the department maintain careful allocations on personnel and expenditures to be able to track efficiencies resulting from consolidating the Town and School facilities operations.

**Past Recommendations**

Recommendation	Status
Evaluate including maintenance of Library within consolidated building facilities program	Library maintenance will be consolidated as of FY2016

**MINUTEMAN**

**Budget Overview**

FY 2016 Assessment	\$ Change from Prior Year	% Change from Prior Year
\$831,525	\$80,475	10.7%

Although the district budget increased only 0.95%, Belmont’s assessment rose 10.7% primarily because of two factors. First, other sources of revenue, including non-resident tuition, declined, thereby requiring Minuteman to increase the aggregate funds raised through member-town assessments. Second, a decline in in-district enrollment means that Belmont’s stable enrollment now constitutes a larger percentage of the overall member-town assessments.

**Department Mission/Description of Services**

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

*Services:* Minuteman provides instruction to high school students in traditional academic subjects and 19 career and technical training areas, such as carpentry, plumbing, culinary arts, early education, telecommunications, biotechnology, environmental science, and computer programming/web design. Minuteman also provides career and technical training to post-graduate students, although the costs for the post-graduate programs are primarily covered through a separate budget.

**Budget by Program**

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

Program	Budget FY 2016	Difference from FY 2015	Percent Change
Administration	\$1,745,339	\$(75,967)	-4.1%

Student Instructional Services	\$10,000,498	\$196,035	1.9%
Student Services	\$2,124,081	\$45,871	2.2%
Operation & Maintenance	\$1,833,095	\$(1,949)	-0.1%
Insurance, Retirement, Leases	\$2,886,935	\$(74,644)	-2.5%
Community Services	\$100,000	\$0	0.0%
Asset Acquisition & Improvement	\$590,973	\$39,988	7.2%
Debt Service	\$520,082	\$56,605	12.2%
Tuition Payments	\$30,000	\$0.00	0.0%
<b>TOTAL</b>	<b>\$19,831,003</b>	<b>\$185,939</b>	<b>0.95%</b>

### **Expense Analysis**

The total Minuteman budget is increasing by \$185,939 or 0.95% in FY2016. Enrollment, however, has decreased 5.8%.

### **Special Analysis/Observations**

*Enrollment Trends:* The current total enrollment at Minuteman is comprised of 683 high school students, down from 725 students the previous year. 387, or approximately 57%, of those students are from the 16 member towns, with the rest representing tuition students from outside of the district. Belmont currently has 29 high school students attending Minuteman – one less than last year.

*Non-Member Tuition Students:* Out-of-district students pay a tuition that is set by the state Department of Elementary and Secondary Education (DESE). Presently, the out-of-district tuitions pay less than the total per-pupil cost for each member town. However, the out-of-district towns must provide their own transportation, as opposed to the transportation that is provided for the district-town students, and they must also pay a surcharge for special education students, both of which help reduce the disparity somewhat.

*Potential Building Renovation Project:* The Minuteman school facility was constructed in 1975 and has not undergone any significant renovation since that time. The Massachusetts School Building Authority (MSBA) has approved a renovation/rebuilding of Minuteman. The Minuteman School Committee purportedly voted a bond issue to raise \$724,000 to fund a feasibility study for a new or renovated school. The Minuteman district agreement requires unanimous consent by all 16 member towns to incur debt. Belmont’s consent to allow Minuteman borrow the funds for the feasibility study was predicated on assurances that before funds were expended on the feasibility study, the enrollment and the sizing of the school would be agreed to by the member towns. With no preliminary outreach to the member towns and little Minuteman school committee involvement, the district has settled upon a proposed enrollment for the new or renovated school to be 628 students.

Presently, non-member towns have no responsibility for capital expenditures such as a new or renovated school. A template for a facilities agreement has been drafted as an inter-municipal

agreement that would require non-member towns, as a condition of sending students to Minuteman, to pay their proportionate share of the capital expenditures and it appears the agreement will be approved by the State.

The Minuteman district building committee has developed three options for the proposed new or renovated school building which range from (i) a renovation, at a total cost \$176.5 million, (ii) a combination renovation and addition, at a total cost \$175.3 million, and (iii) demolition and a new school, at a total cost \$144.9 million. The Minuteman School Committee will be voting in May to recommend one of the options – presumably the new building option – to the MSBA. If approved by the MSBA, it appears that Minuteman will undertake detailed schematic plans for this alternative in the year ahead, with the expectation of asking the 16 member towns to approve the project at their Town Meetings in the spring of 2016.

### **Proposed Amendment to the Regional District Agreement**

Several member towns have raised the concern that the present Regional District Agreement is flawed in certain material ways. A revised Agreement was approved by the Minuteman School Committee and submitted in 2014 to all 16 Towns for a vote at their annual Town Meeting. The primary changes in the revised Agreement include establishing the operational budget based upon a 4-year rolling average of enrollment from each Town, and assessing capital costs based on a combination of a flat membership fee for each town, a 4-year rolling average of enrollment, and a wealth-adjusted enrollment factor to account for the different economic and demographic profiles of the 16 member towns. Other changes include weighted voting and revised procedures for entry by new municipalities and for incurring debt. Finally, the new agreement would, for the first time, create a viable mechanism for a town to withdraw from the District.

When the revised Agreement was submitted to the 16 member towns for adoption last year, it was approved by 10 towns, rejected by Wayland, and five other towns including Belmont deferred action on the proposed amendment. As of this writing in the spring 2015, one town has again elected to defer action on the Agreement and the Town of Wayland has refused to reconsider its no vote of the previous year. There is a growing consensus that this version of the revised Regional Agreement will not achieve the required unanimity and that the new building project will ultimately be presented to the member towns in the spring of 2016 under the terms of the existing Agreement.

## Recommendations

### Recap of Prior Year Recommendations

Recommendation	Status
Settle upon a preferred alternative for the renovation or rebuilding of a new Minuteman High School by explicitly obtaining support from the 16 member towns to proceed before the full extent of the feasibility study funds are spent	Although the Minuteman District School Committee has settled upon a proposed enrollment of 628 students and considered the three options discussed above, there is no evidence of unanimity among all 16 member towns in accepting an enrollment figure that is significantly higher than the present enrollment from member towns (currently 387 students not including graduate students).
Resolve the proposed amended agreement and proposed inter-governmental agreement	The proposed amended agreement appears to be doomed because of the lack of approval by all 16 member towns. The proposed Inter Government Agreement requiring a facilities fee from all non-member towns has been conceptually approved by DESE but remains subject to threatened legal challenge.

### FY 2016 Recommendations

Recommendation	Rationale
The lack of unanimity among the 16 member towns on adopting the revised district agreement, as well as the likely inability for all 16 member towns to approve a bond issue necessary for the renovation or rebuilding of the Minuteman High School presents a significant challenge. A contingency plan to deal with failure of the present building project needs to be developed.	There needs to be consideration of other plans for the Minuteman Regional School district to rebuild or renovate its school facility. A significant reduction in the size of the new school to accommodate only member towns should be considered. Consideration should be given to a sale of the existing site and the building of a new regional high school in a different site and with a reconstituted district including non-member towns that have historically sent large number of students to Minuteman.

## BELMONT PUBLIC SCHOOLS

### Budget and Staffing Summary

Funding Source	FY2015		FY2016		% Change	
	FTEs	Budget	FTEs *	Budget	FTEs	Budget
<b>General Fund</b>	457.95	\$46,156,000	471.26	\$49,660,070	+ 2.9%	+ 7.6%
<b>Grants</b>	16.13	\$3,140,936	16.31	\$3,137,547	+ 1.1%	- 0.1%
<b>Revolving Accounts</b>	32.73	\$3,185,466	35.20	\$3,170,132	+ 7.5%	- 0.5%
<b>All Funding Sources</b>	506.81	\$52,482,402	522.77	\$55,967,749	+ 3.1%	+ 6.6%

\* The FY2016 FTE increases in this table reflect both 4.97 unbudgeted positions that were hired during the current year and 10.99 new positions budgeted for FY2016.

### Department Mission/Description of Services

The School Department, responsible for K-12 education of all Belmont children and for pre-kindergarten services to children with special needs, is Belmont’s largest department. In addition to its core classroom education, it provides Belmont students with a wide array of athletic, cultural, and service opportunities. The School Department also manages an adult education program and recreation programs open to both children and adults.

### Budget by Program

Due to the approval by voters of a \$4.5 million Proposition 2½ override this spring, the School Department’s General Fund (GF) budget will grow by \$3.5 million, or 7.6%, in FY2016 and will represent approximately 88.7% of its total funding. In its proposal, the Department has provided program and line item detail both for the GF budget and for Grants and Revolving Accounts. The table that follows presents the FY2015 and FY2016 program allocations for GF dollars and for total funding. Data provided for each program include FTEs, budget dollars, and the program’s percentage of the total budget.

The additional funding in the FY2016 budget is being targeted at programs and line items that the Department has identified as having the greatest needs, and therefore the budget exhibits significant shifting among program allocations. To a considerable extent these shifts reflect the hiring of additional teaching staff in both Regular Instruction and Special Instruction programs; however, the largest increases are occurring in the Special Education program, which has seen not only additional hires but sharp increases to contract services and outplacement tuition accounts.

- The budget allocation for Special Instruction programs is increasing by 2.3% for General Fund dollars and by 1.6% for total funding. The primary drivers of this growth are staffing increases in the English Language Learner program, which is seeing a 0.4% increase in its budget allocation and is adding three teaching positions to address a near doubling of enrollment over the past two years; and a 28% growth rate across Special Education accounts for contract services and out-of-district tuitions and transportation.

Program/Budget Category	General Fund Only						All Funding					
	FY2015 Budget			FY2016 Budget			FY2015 Budget			FY2016 Budget		
	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %
<b>Regular Instruction</b>												
English	24.00	1,862,851	4.0%	24.70	2,035,812	4.1%	24.00	1,868,251	3.6%	24.70	2,035,812	3.6%
Reading	9.20	802,050	1.7%	8.85	792,109	1.6%	10.65	931,317	1.8%	10.15	908,265	1.6%
Elementary	62.90	4,789,634	10.4%	65.90	5,038,266	10.1%	62.90	4,789,634	9.1%	65.90	5,038,266	9.0%
Fine Arts	1.30	108,660	0.2%	1.30	113,308	0.2%	1.30	167,116	0.3%	1.30	175,702	0.3%
Art	10.80	941,769	2.0%	11.20	1,012,566	2.0%	10.80	941,769	1.8%	11.20	1,012,566	1.8%
Music	10.20	817,359	1.8%	10.77	897,692	1.8%	11.70	972,456	1.9%	11.77	1,020,284	1.8%
Theater Arts	-	-	-	0.20	13,000	0.0%	-	-	-	0.20	13,000	0.0%
Kindergarten	9.05	673,339	1.5%	9.70	755,247	1.5%	29.28	1,597,152	3.0%	32.00	1,815,637	3.2%
Math	24.85	1,915,356	4.1%	25.75	2,053,856	4.1%	24.85	1,920,756	3.7%	25.75	2,053,856	3.7%
Physical Education	7.65	577,634	1.3%	9.55	730,645	1.5%	7.65	577,634	1.1%	9.55	730,645	1.3%
Science	25.20	2,004,274	4.3%	25.40	2,118,368	4.3%	25.20	2,004,274	3.8%	25.40	2,118,368	3.8%
Health Education	2.40	159,649	0.3%	2.10	149,143	0.3%	2.40	159,649	0.3%	2.10	149,143	0.3%
Technology Education	2.00	159,388	0.3%	2.00	165,874	0.3%	2.00	159,388	0.3%	2.00	165,874	0.3%
Social Studies	25.20	1,883,412	4.1%	26.10	2,044,227	4.1%	25.20	1,883,412	3.6%	26.10	2,044,227	3.7%
Foreign Language	17.77	1,388,772	3.0%	17.80	1,469,929	3.0%	17.77	1,388,772	2.6%	17.80	1,469,929	2.6%
<b>Subtotal</b>	<b>232.52</b>	<b>18,084,147</b>	<b>39.2%</b>	<b>241.32</b>	<b>19,390,041</b>	<b>39.0%</b>	<b>255.70</b>	<b>19,361,580</b>	<b>36.9%</b>	<b>265.92</b>	<b>20,751,573</b>	<b>37.1%</b>
<b>Special Instruction</b>												
English Language Learners	5.57	368,644	0.8%	8.60	600,890	1.2%	5.57	387,237	0.7%	8.60	626,845	1.1%
Pre-Kindergarten	12.85	536,846	1.2%	12.00	532,966	1.1%	15.65	774,622	1.5%	14.80	764,787	1.4%
Special Education	102.25	9,439,899	20.5%	103.70	11,156,394	22.5%	102.25	11,836,209	22.6%	103.70	13,357,704	23.9%
<b>Subtotal</b>	<b>120.67</b>	<b>10,345,389</b>	<b>22.4%</b>	<b>124.30</b>	<b>12,290,251</b>	<b>24.7%</b>	<b>123.47</b>	<b>12,998,068</b>	<b>24.8%</b>	<b>127.10</b>	<b>14,749,337</b>	<b>26.4%</b>
<b>Student &amp; Instructional Services</b>												
Athletics	1.00	317,427	0.7%	1.00	325,887	0.7%	1.00	803,074	1.5%	1.00	833,472	1.5%
Student Activities	0.25	42,910	0.1%	0.25	44,021	0.1%	0.25	103,449	0.2%	0.25	111,121	0.2%
Food Service	-	-	-	-	-	-	15.56	791,761	1.5%	16.78	802,001	1.4%
Guidance	11.00	826,313	1.8%	11.00	861,941	1.7%	11.00	826,313	1.6%	11.00	861,941	1.5%
Psychological Services	6.73	498,362	1.1%	6.83	529,164	1.1%	6.73	498,362	0.9%	6.83	529,164	0.9%
Health Services	7.90	597,233	1.3%	7.90	640,412	1.3%	7.90	597,233	1.1%	7.90	640,412	1.1%
Library	5.64	275,929	0.6%	5.94	272,275	0.5%	5.64	275,929	0.5%	5.94	272,275	0.5%
Technology & AV	9.52	1,197,811	2.6%	10.00	1,249,093	2.5%	10.00	1,232,811	2.3%	10.50	1,284,093	2.3%
Curriculum Development	1.00	119,619	0.3%	1.00	125,000	0.3%	1.70	186,591	0.4%	1.70	196,625	0.4%
Staff Development	1.00	240,419	0.5%	1.00	248,800	0.5%	1.00	240,419	0.5%	1.00	248,800	0.4%
Substitutes	-	435,000	0.9%	-	475,000	1.0%	-	435,000	0.8%	-	475,000	0.8%
METCO	-	-	-	-	-	-	5.83	530,372	1.0%	5.83	539,629	1.0%
Adult Education	-	-	-	-	-	-	-	19,000	0.0%	-	19,120	0.0%
Transportation (Reg. Ed.)	-	140,000	0.3%	-	140,000	0.3%	-	340,000	0.6%	-	340,000	0.6%
<b>Subtotal</b>	<b>44.04</b>	<b>4,691,023</b>	<b>10.2%</b>	<b>44.92</b>	<b>4,911,592</b>	<b>9.9%</b>	<b>66.62</b>	<b>6,880,314</b>	<b>13.1%</b>	<b>68.73</b>	<b>7,153,652</b>	<b>12.8%</b>

Program/Budget Category	General Fund Only						All Funding					
	FY2015 Budget			FY2016 Budget			FY2015 Budget			FY2016 Budget		
	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %	FTEs	Budget \$	Budget %
<b>Operations</b>												
Buildings & Grounds	7.10	848,667	1.8%	7.10	878,816	1.8%	7.10	895,666	1.7%	7.10	878,816	1.6%
Custodial Services	13.00	1,021,995	2.2%	13.00	1,074,872	2.2%	13.00	1,021,995	1.9%	13.00	1,074,872	1.9%
Utilities	-	1,380,253	3.0%	-	1,444,889	2.9%	-	1,520,253	2.9%	-	1,669,889	3.0%
<b>Subtotal</b>	<b>20.10</b>	<b>3,250,915</b>	<b>7.0%</b>	<b>20.10</b>	<b>3,398,577</b>	<b>6.8%</b>	<b>20.10</b>	<b>3,437,914</b>	<b>6.6%</b>	<b>20.10</b>	<b>3,623,577</b>	<b>6.5%</b>
<b>Leadership &amp; Administration</b>												
Building Administration	31.72	1,984,352	4.3%	31.72	2,026,619	4.1%	31.72	1,984,352	3.8%	31.72	2,026,619	3.6%
Central Administration	8.90	899,996	1.9%	8.90	908,996	1.8%	9.20	919,996	1.8%	9.20	928,996	1.7%
Legal Services	-	169,950	0.4%	-	169,950	0.3%	-	169,950	0.3%	-	169,950	0.3%
School Committee	-	15,800	0.0%	-	15,800	0.0%	-	15,800	0.0%	-	15,800	0.0%
<b>Subtotal</b>	<b>40.62</b>	<b>3,070,098</b>	<b>6.7%</b>	<b>40.62</b>	<b>3,121,365</b>	<b>6.3%</b>	<b>40.92</b>	<b>3,090,098</b>	<b>5.9%</b>	<b>40.92</b>	<b>3,141,365</b>	<b>5.6%</b>
<b>Allowances &amp; Benefits</b>												
Contractual Allowances	-	414,667	0.9%	-	179,656	0.4%	-	414,667	0.8%	-	179,656	0.3%
Fringe Benefits	-	6,299,761	13.6%	-	6,368,588	12.8%	-	6,299,761	12.0%	-	6,368,588	11.4%
<b>Subtotal</b>	<b>-</b>	<b>6,714,428</b>	<b>14.5%</b>	<b>-</b>	<b>6,548,244</b>	<b>13.2%</b>	<b>-</b>	<b>6,714,428</b>	<b>12.8%</b>	<b>-</b>	<b>6,548,244</b>	<b>11.7%</b>
<b>Grand Total</b>	<b>457.95</b>	<b>46,156,000</b>	<b>100.0%</b>	<b>471.26</b>	<b>49,660,070</b>	<b>100.0%</b>	<b>506.81</b>	<b>52,482,402</b>	<b>100.0%</b>	<b>522.77</b>	<b>55,967,749</b>	<b>100.0%</b>

- The budget allocation percentages for Regular Instruction programs are changing very little, even though these programs are expected to add approximately 10 new teaching positions in FY16 and the combined budget for these programs is increasing by \$1.4 million.
- Allocations are decreasing for all other major program areas. The allocation for Student and Instructional Services is being reduced by 0.3% in both GF dollars and total funding. Comparable decreases for the other program areas are 0.2% and 0.1% for Operations, 0.4% and 0.3% for Leadership and Administration, and 1.4% and 1.1% for Contract Allowances and Fringe Benefits, with the size of these last decreases being due primarily to the completion of labor contract negotiations this past year.

### Significant Budget Changes – Adds and Cuts

As noted earlier, the FY2016 budget proposal represents a 7.6% increase in the General Fund budget and a 6.6% increase if we include Grants and Revolving Account dollars. The previous section described how these increases are affecting relative program budget allocations. This section takes a closer look at how the budget increases distribute across major cost categories and individual line items.

The following table summarizes the changes to the major line item categories that comprise this budget. (Note that the table reflects all funding sources.)

Line Item Category	FY2015 Budget	FY2016 Budget	Change	% Change
<b>Personnel Costs</b>				
FTEs	506.81	522.77	15.96	3.15%
Salaries	\$ 32,194,232	\$ 34,528,260	\$ 2,334,028	7.25%
Stipends	\$ 464,920	\$ 473,478	\$ 8,558	1.84%
Fringe Benefits	\$ 6,517,818	\$ 6,586,645	\$ 68,827	1.06%
Contract Allowances	\$ 414,667	\$ 179,656	\$ (235,011)	-56.67%
Substitutes	\$ 435,000	\$ 475,000	\$ 40,000	9.20%
<b>Total Personnel Costs</b>	<b>\$ 40,026,637</b>	<b>\$ 42,243,039</b>	<b>\$ 2,216,402</b>	<b>5.54%</b>
<b>Non-Personnel Costs</b>				
Contract Services-Spec. Educ.	\$ 616,480	\$ 1,041,480	\$ 425,000	68.94%
Contract Services-Other	\$ 484,951	\$ 497,407	\$ 12,456	2.02%
Legal Services	\$ 169,950	\$ 169,950	\$ ---	0.00%
Technology	\$ 590,083	\$ 594,777	\$ 4,694	0.80%
Equipment & Supplies	\$ 1,350,334	\$ 1,371,659	\$ 21,325	1.58%
Textbooks/Other Books	\$ 88,557	\$ 104,807	\$ 16,250	18.35%
Out-of-District Placements	\$ 5,457,232	\$ 5,909,232	\$ 452,000	8.28%
Transportation – Spec. Educ.	\$ 840,000	\$ 1,044,800	\$ 204,800	24.38%
Transportation – Other	\$ 617,390	\$ 630,070	\$ 12,680	2.05%
Facilities Maintenance/Repair	\$ 362,501	\$ 323,400	\$ (39,101)	-10.79%
Utilities	\$ 1,520,253	\$ 1,669,889	\$ 149,636	9.84%
<b>Total Non-Personnel Costs</b>	<b>\$ 12,455,765</b>	<b>\$ 13,724,710</b>	<b>\$ 1,268,945</b>	<b>10.19%</b>
<b>Total Costs</b>	<b>\$ 52,482,402</b>	<b>\$ 55,967,749</b>	<b>\$ 3,485,347</b>	<b>6.64%</b>

Notes: The individual cost lines do not sum to the totals provided, as not all line item categories are listed. Also, the changes listed for Facilities Maintenance/Repair and Utilities reflect a reallocation in FY2016 of School Building Rental Expenses from the Building & Grounds program to Utilities, reducing the former by (\$46,999) and increasing the latter by \$85,000.

As shown in this table, personnel costs remain a primary driver of the Department's budget growth, increasing next year by 5.54% over current levels and accounting for 63.6% of the increase in budgeted funds. The other significant sources of this growth are the out-of-district placements and contract services associated with the Special Education program, which together represent more than 85% of the increase in non-personnel costs. With respect to the individual categories, the following growth rates are noteworthy.

- The FY2016 budget calls for approximately 16 new positions, a 3.15% increase from the staffing included in this year's budget. Most are teachers being hired to address increasing enrollments and student needs; 13.1 teaching FTEs are being added, including 2 unbudgeted positions that were hired this year and 11.1 new teachers to be hired in FY2016. In terms of program allocations, Regular Instruction programs are seeing a net increase of 9.1 teachers -- 3.6, 4.7, and 0.8 FTEs at the elementary, middle, and high school levels respectively; 3.0 FTEs are being added to the ELL program; and 1 additional Special Education teacher has been hired. Other staffing additions include a 0.1 psychologist FTE, 1.9 instructional and library aides, and 0.9 technical and other support staff.
- Salary costs are increasing by \$2.3 million and remain the most significant contributor to overall budget growth. Some of this salary growth is clearly due to the additional staffing; however, as evidenced by the differential growth rates for FTEs (3.15%) and salaries (7.25%), a more significant factor are salary increases given to existing staff, most of which were included in the bargaining unit agreements that were negotiated last year.
- At the same time, the salary certainty resulting from the completion of contract negotiations has enabled the Department to reduce the Contract Allowances account by \$235,000, as nearly all salary increases are now incorporated into the appropriate salary line items.
- On the non-personnel side, the 10.2% growth contained in the FY2016 budget is due almost entirely to increases in the Special Education accounts for contract services (+\$425,000), out-of-district tuitions (+\$452,000), and transportation (+\$204,800), all of which have been growing significantly since the second half of last year. In fact, if we adjust the numbers listed in the table for Facilities Maintenance/Repair and Utilities to account for the transfer of School Building Rental Expenses, no other category will increase by more than \$65,000 next year.

Other than the appropriate reduction in Contract Allowances, none of the categories listed above is experiencing a decrease in funding. The approval of the override has enabled the Department to address any needs it has identified as critical, and there appear to be no significant cuts being made to either program offerings or staffing.

### **Significant Line Item Changes**

With respect to individual line items, the proposed School Department budget contains 109 items (out of a total of 830 across the three funding streams) that are either increasing or decreasing by at least 5% and \$5,000 in FY2016. The 15 line items included in the table below represent the largest such changes in absolute terms, ranging from a \$487,678 increase in spending for Special Education Collaborative Tuitions to an increase of \$74,766 for High School Mathematics Teachers.

Line Item (Funding Source)	FY2015 Budget	FY2016 Budget	Change	% Change	Explanation
Spec. Education LABBB Tuitions (GF)	\$ 1,603,306	\$ 2,090,984	\$ 487,678	30.4%	Incr. No. Placements
Spec. Educ. Psych. Contract Svcs. (GF)	\$ 375,000	\$ 675,000	\$ 300,000	80.0%	Incr. Service Needs
Contract Allowance – Bargaining (GF)	\$ 346,211	\$ 55,000	(\$ 291,211)	-84.1%	Negotiations Compl.
English Language Learner Tchrs (GF)	\$ 349,986	\$ 580,987	\$ 231,001	66.0%	3.00 FTE & Sal Increase
Spec. Education Transportation (GF)	\$ 840,000	\$ 1,044,800	\$ 204,800	24.4%	Incr. No. Placements
Spec. Educ. LABBB Tuition Credit	\$ 190,000	\$ 0	(\$ 190,000)	-100.0%	Credits Used in FY15
MS Social Studies Teachers (GF)	\$ 778,863	\$ 911,346	\$ 132,483	17.0%	1.50 FTE & Sal. Increase
Spec. Educ. Services Salary (GR)	\$ 175,000	\$ 300,000	\$ 125,000	71.4%	Incr. Service Needs
MS English Teachers (GF)	\$ 859,410	\$ 973,806	\$ 114,396	13.3%	0.50 FTE & Sal. Increase
HS Phys. Educ. Teachers (GF)	\$ 94,380	\$ 203,933	\$ 109,553	116.1%	1.50 FTE & Sal. Increase
Winn Brook – Spec. Educ. Aides (GF)	\$ 340,840	\$ 443,031	\$ 102,191	30.0%	3.58 FTE & Sal. Increase
Spec. Education Private Tuitions (GF)	\$ 820,096	\$ 912,468	\$ 92,372	11.3%	Incr. No. Placements
Butler - Spec. Educ. Teachers (GF)	\$ 209,192	\$ 300,995	\$ 91,803	43.9%	1.00 FTE & Sal. Increase
Wellington – Spec. Educ. Aides (GF)	\$ 324,120	\$ 246,099	(\$ 78,021)	-24.1%	-3.52 FTE & Sal. Incr.
HS Mathematics Teachers (GF)	\$ 859,264	\$ 934,030	\$ 74,766	8.7%	0.40 FTE & Sal. Increase

### **Administrative/Overhead Expenses**

For FY2016, administrative expenses -- consisting of management, clerical support, technical support, and operations staff, as well as building maintenance and utilities, general equipment and supplies, and dues, conferences, and other professional development activities – account for approximately 22.8% of the proposed budget, down from 23.6% in FY2015. This lower percentage is due primarily to the fact that direct service salaries and non-personnel items account for nearly 90% of the \$3.5 million increase in the FY2016 budget.

### **Use of Part-Time Staff**

This year, the School Department has 145 part-time employees, the same total as last year. Of these, 96 work 20 or more hours per week (vs. 91 last year), and are therefore eligible for health insurance, and 64 work 25 or more hours weekly (vs. 69 last year), making them also eligible for retirement pensions. These are important thresholds, in that the cost of a part-time employee who works 25 hours per week can be 2-3 times the cost of a 19-hour-per-week employee. The following table provides a breakdown of these employees by functions and hours worked per week.

<b>School Department Part-Time Positions – FY2015</b>						
	<b>Hours Worked per Week</b>					
	<b>1 – 9</b>	<b>10 – 19</b>	<b>20 – 24</b>	<b>25 – 29</b>	<b>30 – 34</b>	<b>35-Plus</b>
Teachers/ Professional Staff	1	6	13	1	6	
Instructional Aides, Tutors	1	9	16	43		
Administrators			1		1	
Secretarial Staff		1				
Clerical Aides		2		3		
Lunch Aides		17				
Cafeteria Staff		12	1	6	3	
Custodians			1			
<b>Totals</b>	<b>2</b>	<b>47</b>	<b>32</b>	<b>53</b>	<b>10</b>	<b>1</b>

*Note: 40 of the 69 Aides listed above work 27 or more hours per week; full-time for these staff is 30 hours.*

## **Observations / Special Analyses**

### ***Growth in Student Enrollment***

The high enrollment growth seen in FY2013 and FY2014 has continued this year, although the rate of growth has slowed: 86 new students were enrolled in Grades K-12 as of October 1, 2014, compared to 142 last year and 94 in October of 2012. While significant, this growth was lower than the 115 estimated at the time of last year's budget submission. As in the past two years, the increases are being seen throughout the system, however, growth this year has skewed more toward the high school grades, with 15 additional students in the elementary grades, 17 at the middle school, and 54 in grades 9-12.

During the past three years, despite some corresponding increases in teaching staff, the Department's Class Size Reports indicate that average class sizes have grown in the elementary schools (from 22.25 in FY2012 to 23.1 this year) and at the high school (from 21 to 23). Middle school classes, on the other hand, have declined on average, from 24.5 to 23.4.

With respect to program impact, most of additional students are enrolled in regular instruction programs; increases in special education students have accounted for only 16 of the 322 additional students since FY2012. Growth levels among two subsets of students requiring more intensive levels of services are worth noting.

- English Language Learners have nearly doubled, from 117 students in FY2012 to 222 this year. Based on state regulations, and depending on their specific levels of English language proficiency, these students require as much as 2.5 hours of small group language instruction each day; in response to this increased enrollment and service need, the number of English Language Learner (ELL) teachers has been increased from 1.2 in FY2012 to 6 this year, and budgeted staffing for FY2016 has been increased to 8.
- The number of special education students requiring out-of-district placement tends to fluctuate up and down on an annual basis, but in the past year the trend has been sharply upward. Based on the official counts reported in October of each school year, such placements have totaled 93, 80, 83, and 93 from FY2012-2015; the most recent count for April of this year was 97.

### ***Impact of Enrollment Growth on Elementary School Class Sizes***

Since FY2013, when school enrollment began to spike, this report has taken a close look at the impact that these increases are having on class sizes in the four elementary schools. The following table is based on enrollment data reported to the state in October 2014 and compares actual class enrollments to the Class Size Guidelines developed by the School Committee several years ago.

Although total enrollment in the elementary schools rose by only 15 students this year, the number of classrooms remained constant; thus there are more instances where class sizes exceed the guidelines.

- Whereas last year there were seven instances where the average class size in any particular grade and school exceeded the School Committee's guidelines, this year there are nine, three at the Winn Brook, and two each at the Burbank, Butler, and Wellington.
- The most significant instances where enrollments exceeded the guidelines occurred in kindergarten classes, with the overage ranging from one student per class at the Wellington to 2.33 students per class at the Butler.

School	Measure	Grade Level				
		K	1	2	3	4
Burbank	Total Enrollment	71	68	70	71	71
	Average Class Size	23.67	22.67	23.33	23.67	23.67
	Maximum Class Size Guideline	22	23	23	24	24
	Additional Capacity Available	-5	1	-1	1	1
Butler	Total Enrollment	73	67	66	62	74
	Average Class Size	24.33	22.33	22.00	20.67	24.67
	Maximum Class Size Guideline	22	23	23	24	24
	Additional Capacity Available	-7	2	3	10	-2
Wellington	Total Enrollment	115	111	101	121	94
	Average Class Size	23.00	22.20	20.20	24.20	23.50
	Maximum Class Size Guideline	22	23	23	24	24
	Additional Capacity Available	-5	4	14	-1	2
Winn Brook	Total Enrollment	95	95	95	93	87
	Average Class Size	23.75	23.75	23.75	23.25	21.75
	Maximum Class Size Guideline	22	23	23	24	24
	Additional Capacity Available	-7	-3	-3	3	9
Totals	Total Enrollment	354	341	332	347	326
	Average Class Size	23.60	22.73	22.13	23.13	23.29
	Maximum Class Size Guideline	22	23	23	24	24
	Additional Capacity Available	-24	4	13	13	10

Total Enrollment taken from Belmont School Department's Official Enrollment Report for year 2014-2015, dated October 1, 2014. With respect to Additional Capacity Available, a positive number indicates that capacity exists for that number of additional students; a negative number indicates that enrollment is already above maximum classroom capacity.

- Total enrollment across all grades and schools show additional capacity in grades 1-4, ranging from four to thirteen students, indicating that, at least as of October 1, the excess enrollment occurring in five Grade 1-4 classrooms is a matter of student distribution rather than overall numbers. This is not true for kindergarten classes, however, as the total number of students exceed current classroom capacity by 24.

### **Outlook for Elementary School Enrollment and Class Sizes in FY2016**

Last year, the School Department established an Enrollment Modeling Group as part of the town's Financial Task Force and charged it with examining enrollment trends during the past several years and developing growth estimates for the 5-year period from FY2015-FY2019. In its final report, issued in January 2014, the group estimated an additional 82 students in FY2016. Using that estimate and assuming that the additional students will distribute across the grade levels in the same manner as during the past five years results in an estimated 44 additional elementary school students.

As noted in a previous section, the FY2016 budget calls for the hiring of 3.6 additional elementary school teachers, including 1.8 FTEs at the kindergarten level. While the exact distribution of the new students or teachers is not yet known, overall the addition of these staff ought to enable the Department to bring all elementary classrooms into compliance with the School Committee guidelines.

### ***Historical Trends in Student Enrollment, Staffing, and Budgets***

The long-term trends analysis presented in this section shows the impact of continued high enrollment growth this year and next, as well as the effect that the addition of 13.1 teaching positions will have on staffing growth trends and student-to-teacher ratios. The following table provides updated findings concerning these long-term trends, as well as budget growth, for the period from FY2004 to FY2016. These findings are drawn from a combination of School Department annual reports and, for the more recent years, the Department's detailed budget submissions. Note that, unlike previous years, the enrollment and staffing data presented here focus on Grades K-12 and do not include the Pre-Kindergarten program. Budget data, however, continue to include all programs.

- Based on the increases experienced in FY2015 and expected in FY2016, long-term enrollment will have grown by 16.83% since 2004, for an average annual rate of 1.30%. This growth is highest for Regular Instruction programs, with overall growth at 20.65% and an annual rate of 1.58%. Long-term Special Education enrollment (excluding students in out-of-district placements) continues to trend downward, decreasing by 17.77% during the same period.
- At the time of last year's report, increases in teaching staff had not kept pace with enrollment growth, a trend that has continued into this year. If we take the staffing budgeted for FY2016 into consideration, however, the disparity between enrollment and staffing growth is greatly diminished, with total growth in teaching positions actually exceeding enrollment, at 20.07% since 2004 (1.54% annually). Disaggregating total teaching staff into the two program areas presents a more mixed picture, with Regular Instruction teachers increasing by 17.82% overall or 1.38% annually, and Special Instruction teachers growing 43.96% since 2004 or 3.08% per year.
- Student-to-teacher ratios reflect these growth rates: Regular Instruction programs reached a high of 16.61 students per teacher this year and will decrease to 16.24:1 in FY2016, while Special Instruction ratios remain low, at 10.28:1 in the current year and 10.63:1 in FY2016.
- The use of instructional aides continues to be skewed greatly toward the Special Instruction programs. The number of aides working in Regular Instruction classrooms, which peaked at 28.88 in FY2013, continues to be significantly lower, at 19.16 in both FY2015 and 2016. In Special Instruction programs, however, the use of these aides continues to yield very low student-to-staff ratios (2.91:1 in FY2015 and 3.02:1 in FY2016).
- Because of the significant budget increases proposed for FY2016 (7.6% for the General Fund and 6.6% overall), the long-term growth rates have increased for both these measures. As of next year, GF budgets will have increased at an annual rate of 4.39%, and total funding by 5.15% annually.

As we have noted in previous reports, the reader should remember that the data presented here are district-wide numbers only. The Education Subcommittee believes that measuring the overall student-to-teacher ratios is a valuable way to assess the changes that occur from year to year in the level of teaching and other resources (relative to enrollment) being funded through the Department's budget. The data do not reflect enrollment, staffing, or ratios within the individual schools or grade levels, nor do they say anything about individual class sizes. Finally, the analysis does not attempt to evaluate these ratios against any established standard, but only to measure the extent to which they have changed over time.

### Historical Trends in Enrollment, Staffing, and Budget (K-12)

	Fiscal Years													Total Growth	Avg. Ann. Growth	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016			
<b>Enrollment</b>																
Total Enrollment	3,684	3,659	3,628	3,676	3,708	3,790	3,905	3,877	3,900	3,994	4,136	4,222	4,304	16.83%	1.30%	
Regular Instruction	3,317	3,268	3,233	3,257	3,315	3,432	3,581	3,599	3,624	3,713	3,845	3,932	4,003	20.65%	1.58%	
Special Education	367	391	395	419	393	358	324	278	276	281	291	290	301	-17.77%	-1.62%	
<b>Staffing</b>																
<b>Classroom Teachers</b>	<b>228.87</b>	<b>238.55</b>	<b>238.90</b>	<b>235.90</b>	<b>240.35</b>	<b>245.67</b>	<b>244.70</b>	<b>253.01</b>	<b>253.02</b>	<b>257.93</b>	<b>262.80</b>	<b>265.00</b>	<b>274.80</b>	<b>20.07%</b>	<b>1.54%</b>	
Regular Instruction	209.17	219.65	218.84	216.79	220.24	223.98	221.95	226.90	225.93	230.85	234.65	236.79	246.44	17.82%	1.38%	
Special Instruction	19.70	18.90	20.06	19.11	20.11	21.69	22.75	26.11	27.08	27.08	28.15	28.21	28.36	43.96%	3.08%	
<b>Instructional Aides/Tutors</b>	<b>29.42</b>	<b>31.93</b>	<b>33.84</b>	<b>37.03</b>	<b>42.57</b>	<b>45.81</b>	<b>45.46</b>	<b>80.58</b>	<b>75.02</b>	<b>81.16</b>	<b>86.29</b>	<b>90.65</b>	<b>90.65</b>	<b>208.12%</b>	<b>9.83%</b>	
Regular Instruction	2.87	2.63	2.85	2.79	2.74	7.11	2.99	19.84	26.16	28.88	18.67	19.16	19.16	566.91%	17.13%	
Special Instruction	26.55	29.30	30.99	34.24	39.83	38.70	42.47	60.75	48.86	52.27	67.62	71.49	71.49	169.30%	8.61%	
<b>All Classroom Staff</b>	<b>258.29</b>	<b>270.48</b>	<b>272.74</b>	<b>272.93</b>	<b>282.92</b>	<b>291.48</b>	<b>290.16</b>	<b>333.59</b>	<b>328.04</b>	<b>339.09</b>	<b>349.09</b>	<b>355.65</b>	<b>365.45</b>	<b>41.49%</b>	<b>2.93%</b>	
Regular Instruction	212.04	222.28	221.69	219.58	222.99	231.09	224.94	246.74	252.09	259.73	253.32	255.95	265.60	25.26%	1.89%	
Special Instruction	46.25	48.20	51.05	53.35	59.93	60.39	65.22	86.85	75.95	79.36	95.77	99.70	99.85	115.91%	6.62%	
<b>All Department Staff</b>	<b>370.71</b>	<b>386.20</b>	<b>390.82</b>	<b>392.33</b>	<b>403.65</b>	<b>412.28</b>	<b>409.64</b>	<b>471.62</b>	<b>469.20</b>	<b>478.61</b>	<b>492.49</b>	<b>496.98</b>	<b>507.97</b>	<b>37.03%</b>	<b>2.66%</b>	
<b>Student-Staffing Ratios</b>																
<b>Student-Teacher</b>	<b>16.10</b>	<b>15.34</b>	<b>15.19</b>	<b>15.58</b>	<b>15.43</b>	<b>15.43</b>	<b>15.96</b>	<b>15.32</b>	<b>15.41</b>	<b>15.48</b>	<b>15.74</b>	<b>15.93</b>	<b>15.66</b>			
Regular Instruction	15.86	14.88	14.77	15.02	15.05	15.32	16.13	15.86	16.04	16.08	16.39	16.61	16.24			
Special Instruction	18.60	20.68	19.68	21.92	19.55	16.50	14.24	10.65	10.19	10.38	10.34	10.28	10.63			
<b>Student-Classroom Staff</b>	<b>14.26</b>	<b>13.53</b>	<b>13.30</b>	<b>13.47</b>	<b>13.11</b>	<b>13.00</b>	<b>13.46</b>	<b>11.62</b>	<b>11.89</b>	<b>11.78</b>	<b>11.85</b>	<b>11.87</b>	<b>11.78</b>			
Regular Instruction	15.65	14.70	14.58	14.83	14.87	14.85	15.92	14.59	14.38	14.30	15.18	15.36	15.07			
Special Instruction	7.92	8.11	7.73	7.85	6.56	5.93	4.97	3.20	3.63	3.54	3.04	2.91	3.02			
<b>Student-Department Staff</b>	<b>9.94</b>	<b>9.47</b>	<b>9.28</b>	<b>9.37</b>	<b>9.19</b>	<b>9.19</b>	<b>9.53</b>	<b>8.22</b>	<b>8.31</b>	<b>8.34</b>	<b>8.40</b>	<b>8.50</b>	<b>8.47</b>			
<b>Budgets (millions)</b>																
<b>General Fund Only</b>	<b>\$29.655</b>	<b>\$30.924</b>	<b>\$33.005</b>	<b>\$34.869</b>	<b>\$37.040</b>	<b>\$38.471</b>	<b>\$37.824</b>	<b>\$39.703</b>	<b>\$41.634</b>	<b>\$43.084</b>	<b>\$44.349</b>	<b>\$46.156</b>	<b>\$49.660</b>	<b>67.46%</b>	<b>4.39%</b>	
<b>All Funding</b>	<b>\$30.639</b>	<b>\$31.824</b>	<b>\$34.589</b>	<b>\$36.580</b>	<b>\$38.915</b>	<b>\$40.885</b>	<b>\$42.311</b>	<b>\$44.225</b>	<b>\$47.417</b>	<b>\$49.288</b>	<b>\$50.665</b>	<b>\$52.482</b>	<b>\$55.968</b>	<b>82.67%</b>	<b>5.15%</b>	

Notes: Enrollment, staffing, and budget totals for FY04-10 are taken from Annual Reports; totals for FY11-16 from School Department budget documentation.

All enrollment counts exclude Special Education out-of-district placements and Pre-Kindergarten students. All staffing counts exclude Pre-Kindergarten staff.

Because ELL students are in both regular education and special education student populations, ELL teachers and tutors are distributed proportionally across both staffing counts.

The 61.98 FTE increase in total staffing indicated in FY2011 appears to reflect both an increase in the classroom staffing included in this table (+43.43 FTEs), plus the inclusion of cafeteria staff who were not included in the FY2004-FY2010 Annual Reports.

The staffing and budget totals for FY2010 and FY2011 reflect ARRA and SFSF Grant funding. For years prior to FY2011, however, only General Fund and Revolving Account funding is included, as no data were found for other grant funding. It is unclear whether grant-funded staffing counts are also missing.

**Recommendations**

Every year the Education Subcommittee analyzes the School Department’s budget to identify those factors that contribute to budget growth and to recommend strategies that Department leadership might implement to bring that growth more into line with Belmont’s revenue growth. In our view, careful fiscal management is always important, but cost containment strategies become even more critical in the context of significant enrollment growth and the accompanying budgetary pressures.

**Recap: FY2015 Recommendations and Follow-Up**

The following table lists the recommendations made in last year’s Warrant Committee Report and the current status of the Department’s implementation of those recommendations.

FY2015 Recommendation	Status / Follow-Up
Implement Changes to Moderate Long-Term Salary Growth (originally recommended in FY2012).	No changes of note. While the Department agreed that the Unit A step and lane system is unsustainable in its present form and sought changes to this system in last year’s contract negotiations, the resulting contract did not achieve any structural changes.
Generate More Detailed Information Regarding Out-of-District Placement Costs (originally recommended in FY2013).	Pending. Work needs to be done at the accounting system reporting level, but it should be possible to generate other information via desktop systems or manual records, especially for the limited number of students in placement.
Implement New Instructional Models to Reduce Costs (originally recommended in FY2012).	Pending. The Department’s current use of classroom aides and initiatives to expand the use of technology are not designed primarily to improve cost efficiency, and it does not appear that these approaches will have a measurable impact on class sizes, the number of teaching staff required, or the Department’s operating costs.

**Recommendations for FY2016**

The following sections discuss both the long-standing Warrant Committee recommendations noted above that have not been implemented or otherwise resolved and several new recommendations growing out of the past year’s work of the Financial Task Force and School Department Modeling Groups.

**Implement Changes to Moderate Long-Term Salary Growth:** Employee salaries continue to be the primary driver of School Department budget growth. They account for two-thirds of the \$3.5 million increase in the FY2016 budget, and now represent 61.7% of total costs. As we have noted in past reports, the step-and-lane compensation system for Unit A employees (teachers and other professional staff), who next year will constitute 60.2% of Department FTEs and 72.7% of total salaries, is of particular concern, as it provides for increases averaging 4.4% during the first fourteen years of employment even in the absence of negotiated cost-of-living raises. These kinds of salary increases virtually guarantee that school budget growth will outpace revenues.

Virtually all public school systems in Massachusetts employ some variant of the step-and-lane system; however, they are not all equal. In a study of FY2014 municipal salaries in 13 communities conducted by the City of Arlington, Belmont ranked second only to Brookline in salaries paid to both new teachers and those at the top step. For example, Belmont's salary range for a teacher with a Master's Degree was \$50,595-\$88,975, vs. Arlington's \$46,672-\$74,561 and Winchester's \$45,875-\$73,261. (The full study may be found at <http://www.arlingtonma.gov/home/showdocument?id=22343>.)

The cost of this compensation system was highlighted by the Department's Compensation Modeling Group in its final report last year, and the Department stated that it would seek to negotiate more sustainable compensation terms going forward. Despite this intention, however, the contract negotiations completed last summer left the step-and-lane system intact. While the new infusion of funds provided by the override will temporarily lessen the budgetary pressures created by this system, those pressures are likely to return within the next two-to-three years, and the need to moderate this growth remains.

**Evaluate Cost and Benefits of Hiring Staff at Advanced Steps:** The inflationary impact of the step-and-lane system is amplified by the Department's practice of hiring new teaching staff at relatively high steps. This report has pointed out in the past that, because the Department develops its budgets without taking into account that a number of staff will leave employment and likely be replaced by lower-paid staff, there is generally a cache of money early in the fiscal year than can be redirected to other important personnel or non-personnel needs. This ability to reallocate funds, however, is reduced to extent that the new staff are paid salaries similar to those who have left.

A review of turnover among Unit A staff during the past four years reveals that, on average, about 27 Unit A staff left employment each year, and that the average step rate for these employees ranged from Step 8 in FY2012 to Step 10 in FY2014. During the same period, approximately 30 new staff were hired each year, and their starting step rates ranged from Step 5 in FY2012 to Step 7 this past year; further, based on the FY2016 budget, the average salary for next year's new hires will be \$65,000, again approximating the salary for a Step 7 teacher with a Master's Degree.

The Department has argued that hiring experienced teachers who merit these higher steps is necessary to ensure educational excellence. While we are not suggesting that cost should be the only factor in hiring decisions, it should certainly be one of the factors considered, and the administration needs to ensure that the additional benefits from these expensive hires are weighed against the costs.

**Generate More Detailed Special Education Cost Information:** Since FY2013, the Education Subcommittee has been requesting that the Department provide more detailed cost information for its out-of-district tuition and transportation accounts. Based on cost increases during the past two years, we would add contract services accounts to that request. Together, these accounts will represent 59.4% of next year's budget for Special Education and 14.2% of entire School Department budget. Together with salaries, they have been primary drivers of school budget growth, increasing from \$6,482,522 in FY2014 to \$7,929,032 in FY2016, an increase of 22.3%. Moreover, the increases in these accounts have been major contributors to the Department's budget deficits during the past two years, leading to requests for both Reserve Fund transfers and a Special Education Stabilization Fund appropriation.

These categories incorporate a wide variety of component services, but the Department's current budget format provides very little information about them; rather, they are condensed into seven General Fund line items, plus three Grant and Revolving Account items. Furthermore, when asked for greater detail, Department administrators have responded that they lack the information systems needed to collect more specific data regarding these services and their related costs. Without that information, it becomes impossible for us to evaluate a significant portion of the school budget. Furthermore, the lack of such information would seem to make it very difficult for the Department to budget for or manage these accounts effectively.

The recent growth in these costs only makes it more critical to have a better understanding of the dynamics underlying them. More specifically, the following information would be valuable:

- Further detail concerning the specific services and related costs that are included under the tuition "umbrella" across the various placement types, including LABBB, MA Other, and Private
- A cost breakdown of the services being purchased under the Special Education Psych Contract Services and Special Education Services Salary accounts, including the types of services being provided and the number and types of students receiving these services, distinguishing between those who are special education students and those who are not, as well as between those in out-of-district placements and those receiving services in district
- For transportation costs, a breakdown between students in out-of-district placements and those who are being transported to school here in the district

The Department has indicated in the past that it is working to modify the MUNIS accounting system to collect such detailed information, but that the effort has not yet borne fruit. In the meantime, we recommend that the Department begin collecting this kind of information through some combination of desktop systems and manual reporting. While not optimal, such an approach could provide at least an interim solution for generating this important information.

***Implement New Instructional Models to Reduce Costs:*** For the past several years, we have seen the Department facing significant budgetary constraints that have forced it to modify its educational approaches, increase class sizes, and, in some instances, curtail program services. Recognizing the relatively high costs associated with the traditional classroom instruction model, we have encouraged the Department to consider alternate models that might improve the cost-effectiveness of its programs. The types of strategies that we have recommended for consideration include the following.

- We have recommended that the Department explore greater use of technologies like distance learning or computer-based courses, as such innovations seem to offer opportunities to maintain, or even expand, the educational offerings available to Belmont students while reducing the costs associated with the more traditional labor-intensive models.
- We have also recommended that the Department explore the increased use of classroom aides to assist its teaching staff, as their use would seem to offer a way to accommodate larger class sizes, in effect, to extend the reach of teachers, while still allowing for individual attention where needed.

- Finally, we have expressed our support for strategies that improve the Department’s ability to respond to changes in student numbers or composition. For example, we support the findings of the Class Size Advisory Group, who in 2013 recommended that the Department explore the use of new instructional models at the Chenery Middle School, including multi-grade classrooms, in order to improve flexibility in student class assignments and distribute students more equitably. In general, we believe that any strategy that increases the flexibility of the Department’s workforce can provide important benefits.

The Department may well have to contend with continued enrollment growth in the coming years – the Enrollment Modeling Group has estimated that an additional 328 students are likely by FY2019. However, the need to address changing requirements within individual grades or programs is likely to exist whether or not district-wide enrollment increases. By making better use of technology, by selectively employing classroom aides, and by hiring teachers equipped to teach multiple subjects or grades, the Department will improve its ability to respond to changing demands, whether due to year-to-year fluctuations in grade-specific enrollments or to unexpectedly high registration numbers for particular classes.

**Explore Increasing Revenues from Recreational Facility Rentals:** This past year, the Financial Task Force Revenue Opportunities Subcommittee was charged with identifying opportunities to generate non-tax revenues, including through rental fees. Among other findings, their analysis revealed the potential for the School Department to generate significant revenues from the Higginbottom Pool and Harris Field, both of which are on school property and have large costs associated with them.

- The Higginbottom Pool costs the Department an estimated \$200,000 annually in operating costs, exclusive of staffing or capital costs, but currently generates minimal revenues. Recommendations include renegotiating the rental contract with a non-resident, elite team that uses the pool year round at below-market rates, identifying additional organizations for off-peak rentals, and expanding programming and time slots during non-school hours.
- Harris Field requires replacement every 10-12 years and current annual debt service for the most recent replacement is \$134,400. Unlike in other communities considered similar to Belmont, this turf field is not rented to third parties during times that it is not being utilized by school athletic teams, or at all during the summer, and thus offers significant, as yet unrealized, potential to generate revenue.

The Department has responded favorably to these recommendations; it is reviewing the potential for generating additional rental fees and has put current renters on notice that terms will be renegotiated for FY2016. In addition, rentals of indoor spaces are being revisited to ensure that the revenues generated cover the costs incurred. The Warrant Committee believes these are positive steps and encourages the Department to continue pursuing them.

**Direct More Available Funding to Building Maintenance:** The Operations and Maintenance Modeling Group report emphasized on page 63 that “the district must develop annual budgets that have maintenance schedules built into them.” The report offered two specific budget recommendations in this regard: allocating 2.5% of the overall operating budget (about \$1.2 million) for non-utility and non-custodial maintenance budgets, and including within that amount an extraordinary maintenance line item of \$200,000. The proposed FY2016 budget

does not address these recommendations.

Last year the Department experienced significant cost overruns in its Building & Grounds accounts due to unexpected repair needs, and it is reasonable to assume some of those extraordinary costs may have resulted from deferred maintenance. While it may not be possible to achieve the recommended dollar amounts in the immediate future, we recommend that the Department, over the course of the next year, identify ways to re-allocate more of its available funds towards preventative maintenance.

***Evaluate the Relative Costs and Benefits of In-District vs. Out-of-District Education Options:***

Not all of the students for which the district is responsible are educated in district-run facilities by district personnel. One group, currently numbering 97 students, are those special education students in out-of-district placements that are funded through the School Department budget. The other large group is the 31 students attending Minuteman High School, and those funds are provided through a separate line in the Town budget. While within each group there are some students for whom an out-of-district instructional experience is clearly necessary, in other instances there are advantages and disadvantages to such a placement, from both the students' (and their families') perspective as well as from the district's perspective.

Financial analyses should be conducted to evaluate, for the various student subgroups included in these populations, whether the district over time could provide preferred educational experiences more economically than the corresponding out-of-district options. Such analyses would of course need to include examinations from the perspectives of the students and their families; however, they could provide valuable information to support in-district vs. out-of-district decisions.

***Explore Alternative Accommodations for Short-Term ELL Students:*** In its report, the Enrollment Modeling Group noted that "many of the international families have indicated that they are here for a short duration." Furthermore, among the eleven comparable communities selected by the School Department in its FY2016 budget PowerPoint presentation, Belmont has the highest attrition each year among its ELL students, by a significant margin: over the past few years, the annual attrition in Belmont has ranged from 20% to 30% per year, twice as much as Lexington and Winchester and more than three times as much as Wellesley.

These findings suggest that it may be appropriate to ask whether Belmont's experience is sufficiently different from most other communities that it makes sense to seek some new dialogue with the State DESE about whether there are other acceptable ELL program-design options that might serve the needs of such short-duration students. Given that ELL enrollment has been cited as an important pressure point on the Department's budget, it seems like a reasonable question to raise.

\* \* \* \* \*

From a big picture perspective, the annual challenge for the school budgeting process has been to keep the growth of costs within range of reasonable, sustainable revenue growth. During periods of increasing enrollments, that is clearly a major challenge; however, even during periods of little or no enrollment growth, the annual school budget increases (in percentage terms) have been greater than the town's revenue growth. Thus, identifying ways to slow the

growth in instructional costs per student should be an ongoing goal.

Recent annual reports from the Warrant Committee have offered specific strategies for doing so, with not a lot to show so far. This year, the release of the Financial Task Force report provides much new material and analysis to consider. We strongly recommend that the work of the modeling groups should be mined aggressively for ways to achieve long-term financial stability.

**2015 Annual Town Meeting , June 1, 2015**

**Jim Williams, Selectman, TMM-Precinct 1**

**JWilliams@belmont-ma.gov**

**Article 21: WRITTEN ARTICLE OPINIONS**

This motion should improve the transparency and process of the Meeting by disclosing the rationales behind the Selectmen and Warrant and Capital Budget Committees opinions instead of relying just on a description of the vote taken. As the Moderator suggested in our last meeting, members can call proposers to better inform themselves in advance of the meetings, but it also makes sense to be advised of the rationales behind the formal opinions in writing and in advance to facilitate our decision making.

**Article 22: TOWN BUDGET PROJECTION MODEL**

The Town routinely makes decisions that create long term financial commitments that need to be understood in relation to the Town's expected revenues during the commitment period and when they become due and payable. One way to address this risk and the consequent unpleasantness of fiscal surprises is to maintain what is called a steady state multiple year financial projection of the Town's budget covering the time period in question. Of course, the future is not predictable, but in the absence of knowledge of the future, prudent long term projections of budget scenarios can better inform decision makers and are, at the least, directional.

**Article 23: QUARTERLY REPORT OF FREE CASHFLOW ACCOUNT**

The free cash account often comes into play when disbursements are needed to fund various happenstance and Town Meeting approval is required. So, given its importance in the ongoing financial management of the Town, a quarterly report of the account balances and an explanation of any changes are in order to improve transparency and Town Meeting process. Also, even though the information is obtainable on line, it also seems a routine one click electronic distribution makes more sense versus requiring more than 250 Town Meeting Members to individually search the Town's website for the information.

**Article 24: RISK MANAGEMENT FUNCTION**

Enterprise Risk Management ("ERM") is a strategic business discipline that supports an organization's objectives by addressing its collective risks and managing their combined impact as an interrelated risk portfolio. It addresses all areas of organizational risk including financial, operational, reporting, compliance, governance, strategic, reputational, etc. It then examines those exposures as a portfolio of interrelated risks rather than as individual "silos" which makes improved implementation possible by revealing synergies and redundancies. It also recognizes that interrelated risks can create a combined exposure that differs from the simple sum of the individual risks. Essentially, ERM provides a structured process for management of all risks whether quantitative or qualitative. It's a different way to manage. It views effective risk management as an organizational advantage and seeks to embed in all critical decisions. While this approach may seem too theoretical for Belmont, its residence in the Town Administrator's office is appropriate given the existing multiple reporting relationships and it's own reporting line to the BOS who have ultimate responsibility for and oversight of Town Government. As a first step, each reporting Department will be asked to identify visions, missions, strategies, and risks. Expected loss or opportunity profiles will then emerge to be addressed primarily by systematic development of strategies to take advantage of opportunities identified and to avoid unexpected loss or unintended outcomes. This approach will fit very nicely into the continuing work of the Financial Task Force.