



**DRAFT MOTIONS**  
**2013 ANNUAL TOWN MEETING**  
SESSION #5 (FINANCIAL/BUDGETARY) ON JUNE 3, 2013  
As of May 20, 2013  
(Subject to Change)

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**PRELIMINARY MOTION**

**ORDER OF THE ARTICLES**

**MOVED:** That the Town Meeting hear the motions in the following order:  
1, 3, 4, 5, 6, 7, 8, 20, 9, 10, 11, 12, 21 *(Majority)*

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**ARTICLE 1:**

**REPORTS**

**MOVED:** That Article 1 motion be taken off the table. *(Majority)*  
[REPORTS, IF ANY]

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

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**ARTICLE 3:**

**SALARIES OF ELECTED OFFICIALS**

**MOVED:** That there be appropriated and paid to the elected officers of the Town as salaries for the fiscal year commencing July 1, 2013 the amount set forth opposite the name of each officer as listed below and to raise the funds from general taxation as follows:

Town Moderator	\$200
Chairman of the Board of Selectmen	\$5,000
Selectman (2)	(each) \$4,500
Town Clerk	\$79,780
Town Treasurer	\$92,746
Chairman of the Board of Assessors	\$3,030
Assessor (2)	(each) \$2,200

*(Majority)*

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

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**ARTICLE 4:**

**FISCAL YEAR 2014 BUDGET APPROPRIATION**

- MOVED:** A) That under General Government, **\$4,134,041** be appropriated, to be raised by General Tax. *(Majority)*
- MOVED:** B) That under Employee Benefits, **\$5,634,285** be appropriated for Retirement expenses and that this appropriation be raised by General Tax. *(Majority)*
- MOVED:** C) That under Employee Benefits, **\$2,227,301** be appropriated for Other Reserves, including Health, Insurance and Salary Reserve, and these appropriations be raised by General Tax. *(Majority)*

- MOVED:** D) That under Public Safety **\$12,318,651** be appropriated, to be raised by General Tax. *(Majority)*
- MOVED:** E) That under Belmont Public Schools **\$44,349,100** be appropriated, to be raised by General Tax. *(Majority)*
- MOVED:** F) That under Minuteman Regional School **\$851,984** be appropriated, to be raised by General Tax. *(Majority)*
- MOVED:** G) That under Public Services **\$9,449,218** be appropriated, to be raised by General Tax. *(Majority)*
- MOVED:** H) That under Human Services, **\$843,631** be appropriated, to be raised by General Tax. *(Majority)*
- MOVED:** I) That under Culture and Recreation **\$2,025,190** be appropriated, to be raised by General Tax. *(Majority)*
- MOVED:** J) That under Debt and Interest on Debt **\$5,036,027** be appropriated, to be raised by General Tax. *(Majority)*
- Reporting: The Warrant Committee will report on this article.

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**ARTICLE 5: AUTHORIZATION TO TRANSFER BALANCES**

- MOVED:** That **\$3,465,125** be transferred from the following available funds to meet a portion of the FY2014 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) **\$2,000,000** from Unreserved Fund Balance (formerly referred to as Free Cash)
  - d) **\$60,000** from Parking Meters Receipts
  - e) **\$68,000** from Premium on Sale of Bonds to offset Property Tax Debt Exclusion
  - f) **\$160,250** from Water Revenue for indirect costs
  - g) **\$126,875** from Sewer Revenue for indirect costs
  - h) **\$100,000** from Capital Endowment Fund for various capital expenditures
  - i) **\$65,000** 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, 2014, 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.

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**ARTICLE 6: AUTHORIZATION FOR REVOLVING FUNDS**

- MOVED:** That the Town authorize or reauthorize revolving accounts for Fiscal Year 2014 pursuant to Chapter 44, Section 53E½ of the General Laws as printed in Article 6 of the Warrant for this Annual Town Meeting. *(Majority)*

[Applicable material in Article 6 of the Warrant reproduced below for informational purposes only.]

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits
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	\$60,000
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	\$10,000
Copying/ Lost Books	Board of Library Trustees	Lost book fees; Printing/ copying fees	Replacement of lost books; copier, printer, supplies & maintenance	\$13,000
Criminal History Checks	Police Department	Fees collected from criminal history checks	Program costs and expenses	\$3,000
Stormwater Consulting	Community Development	Consultant fees collected from permit applicants	Consultant fees	\$25,000
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	\$4,000

Reporting: The Warrant Committee will report on this article.

**ARTICLE 7: "UP FRONT" FUNDS FOR HIGHWAY IMPROVEMENTS**

**MOVED:** To authorize the Town to construct, reconstruct, resurface or repair all or portions of various Town Ways and to authorize the expenditure of **\$799,764** as may be received from the Commonwealth of Massachusetts through the Massachusetts Department of Transportation for the fiscal year commencing July 1, 2013 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.

**ARTICLE 8: WATER AND SEWER AND STORMWATER SERVICES**

**MOVED:** A) That **\$5,709,230** 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 **\$275,000** from Water Retained Earnings and **\$5,434,230** from Water Revenues. *(Majority)*

**MOVED:** B) That **\$8,256,138** 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 **\$7,981,138** from Sewer and Stormwater Revenues.  
(Majority)

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

**ARTICLE 20: GENERAL BY-LAWS - ENABLING ELECTRONIC VOTING**

**MOVED:** That the Town amend the General By-Laws of the Town of Belmont Section 2.7.6 by inserting after Section 2.7.6.1 a new Section 2.7.6.2 to read as follows:

“2.7.6.2. Notwithstanding the provisions of the foregoing sections 2.7.6 and 2.7.6.1, subject to the availability of a system to enable electronic voting by Town Meeting Members using wireless handheld mobile devices, the Moderator may count the vote, or conduct a roll call vote, on any matter before the Town Meeting by the use of such system.”

And further that the Bylaw Review Committee may approve nonsubstantive changes to the numbering of this Bylaw in order that it be in compliance with the numbering format of the General Bylaws of the Town of Belmont. (Majority)

Reporting: The By-Law Review Committee will report on this article.

**ARTICLE 9: APPROPRIATION OF CAPITAL EXPENDITURES**

**MOVED:** A) That **\$1,222,000** 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)

Department:	Project:	Proposed:	Sub-total:
Public Works	Snow fighter Conversion	\$42,800	
	Snow fighter Rehabilitation	\$26,500	
	Refurbish Central Fleet Utility Vehicle	\$29,500	
	Riding Lawn Mower	\$13,000	
	Replace Synthetic Turf on Harris Field	\$75,000	\$186,800
Police Department	Police Radio Comparator	\$14,000	
	Two Domain Controller Servers	\$16,000	
	Main and Standby Repeaters	\$38,000	\$68,000
Town Clerk	Electronic Voting System for Town Meeting	\$19,500	\$19,500
Fire Department	FY12 Public Safety Lease Payment	\$119,859	
	Thermal Imaging Cameras Replacement	\$39,000	
	Fiber Optic Cable Network Expansion	\$57,000	
	Fire Ambulance / Monitor replacement program	\$57,000	\$272,859
School Department	School Wide Security	\$100,000	
	Lot Paving	\$200,000	
	Gas Conversion	\$87,500	
	High School Univents	\$50,000	
	Systemwide Building Envelop	\$86,341	
	Large Air Flow Ceiling Fan at HS Pool	\$25,000	\$548,841
Building Services	Town Hall Window Replacement	\$100,000	\$100,000
Community Development	Butler School Curbing-Sidewalks	\$26,000	\$26,000
<b>GRAND TOTAL:</b>			<b>\$1,222,000</b>

**MOVED:** B) That **\$1,189,000** be appropriated for road paving projects, said sum to be raised by general tax and expended under the direction of the Board of Selectmen. *(Majority)*

**MOVED:** C) That **\$1,420,000** be appropriated and authorized for purchases of Capital equipment and projects in connection therewith, as follows:

- a. Ladder Truck \$890,000
- b. Fire Engine \$500,000
- c. School Vehicle \$30,000

That to meet this appropriation the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow **\$1,420,000** and issue bonds or notes therefore under Chapter 44 of the General Laws or any enabling authority; and that the Treasurer, with the approval of the Board of Selectmen, and in connection therewith to enter into a loan agreement and that the Board of Selectment is authorized to expend all funds for the projects and to take any other action necessary to carry out the projects. *(Two-Thirds)*

**MOVED:** D) That **\$820,000** be appropriated and authorized for purchases of Capital equipment and projects in connection with the Belmont High School Athletic Field;

That to meet this appropriation the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow **\$820,000** and issue bonds or notes therefor under Chapter 44 of the General Laws or any enabling authority; and that the Treasurer, with the approval of the Board of Selectmen, and in connection therewith to enter into a loan agreement and that the Board of Selectmen is authorized to expend all funds for the projects and to take any other action necessary to carry out the projects. *(Two-Thirds)*

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

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**ARTICLE 10: SEWER BORROWING DE-AUTHORIZATION**

**MOVED:** That the Town rescind the unused borrowing authority in the amount of \$1,842,270 as appropriated under Article 17 of the April 28, 2008 Annual Town Meeting for the purpose of performing improvements to the Town's sanitary sewer and storm drain systems. *(Majority)*

Reporting: The Warrant Committee and Capital Budget Committee will report.

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**ARTICLE 11: OTHER POST EMPLOYMENT BENEFITS (OPEB) STABILIZATION FUND**

**MOVED:** That the Town appropriate, or transfer from available funds in the Treasury, **\$254,294** 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, or by any combination of these methods. *(Two-Thirds)*

Reporting: The Warrant Committee will report.

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**ARTICLE 12: APPROPRIATION TO LANDFILL STABILIZATION FUND**

**MOVED:** That the Town appropriate **\$51,992.64** pursuant to Chapter 40, Section 5B of the General Laws, to the Landfill Stabilization Fund for the purpose of performing improvements to the former incinerator site; said sum be transferred from the Receipts Reserved for Appropriation Fund. *(Two-Thirds)*

Reporting: The Warrant Committee will report on this article.

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**ARTICLE 21:**

**GENERAL BY-LAWS - DEMOLITION DELAY**

**MOVED:** That under Article 21, the reading of the proposed amendment to the Town's General By-Laws pertaining to "Demolition Delay" be dispensed with, the same being set forth in full under Article 21 in the Warrant for this meeting and having been distributed to each Town Meeting Member. *(Majority)*

**MOVED:** That the Town amend the General By-Laws of the Town of Belmont by adding a new Article 35 to provide for Demolition Delay provisions as set forth in full under Article 21 in the Warrant for this meeting.

And further that the Bylaw Review Committee may approve nonsubstantive changes to the numbering of this Bylaw in order that it be in compliance with the numbering format of the General Bylaws of the Town of Belmont. *(Majority)*

Reporting: The By-Law Review Committee will report on this article.

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**CLOSING MOTIONS**

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

**MOVED:** That the 2013 Annual Town Meeting be dissolved. *(Majority)*

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**OR**

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**TO CONTINUE THE TOWN MEETING:**

**MOVED:** That the Annual Town Meeting be continued to 7:00pm on **Wednesday, June 5, 2013** at the Chenery Middle School. *(Majority)*

**MOVED:** That the Annual Town Meeting be adjourned. *(Majority)*

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# Warrant Committee Report Town of Belmont

## FY 2014 Budget

June 3, 2013

**2012 – 2013 Warrant Committee Members**

*Elisabeth Allison*

*Sami Baghdady*

*M. Patricia Brusch*

*Adam Dash*

*Roy J. Epstein (Secretary)*

*James Gammill*

*Elizabeth Grob*

*Anne Helgen*

*Michael D. Libenson (Vice Chair)*

*William M. Lynch (Chair)*

*Raffi Manjikian*

*Robert McLaughlin*

*Noreen Millane*

*Robert Sarno*

*Ex officio*

*Mark Paolillo, Board of Selectmen*

*Laurie Slap, School Committee*

## WARRANT COMMITTEE REPORT

June 3, 2013

### Warrant Committee

Belmont's Town Moderator appoints the fifteen (15) members of the Warrant Committee to staggered three (3) year terms. A representative from the Board of Selectmen and the School Committee also serve. The Belmont Town By-Laws charge the Warrant Committee to report to Town Meeting on all articles that involve an appropriation of money. The Warrant Committee is also required to recommend a budget to Town Meeting and that recommendation follows.

### Overview of FY2014 Budget

The initial School and Town Department FY2014 budgets were proposed to the Warrant Committee in February 2013. During the budget process, town and school representatives and elected officials worked collaboratively with the Warrant Committee. Based on the final Massachusetts House of Representatives budget, the Belmont FY2014 budget was revised. The recommended budget for FY2014 is \$ 91, 736,910. Highlights of the budget follow.

### Highlights of FY2014 Budget

#### Exhibit 1: Highlights of FY2014 Budget

	FY2013 (Adjusted)	FY2014	% change
<b>Total Budget</b>	\$ 89,619	\$ 91,737	2.4
minus fixed costs*	\$ 15,176	\$15,168	(.1)
<b>equals operating budget</b>			2.9
	\$ 74,443	\$ 76,569	
School	\$ 43,068	\$ 44,349	3.0
Town	\$ 29,953	\$ 30,998	3.5
<b>Capital Budget</b>	\$ 1,422	\$1,222	(14.1)

\*Legally binding obligations, denominated in \$ terms: pension debt replacement, state charges (e.g. MBTA), Roads override, Assessor's reserves, and assessment from Minuteman Vocational Regional School

## **FY2014 Budget Highlights**

- Hiring a new Town Administrator resulted in a collaborative budget process with Town and School departments, elected officials and the Warrant Committee
- Level service budget for all town (non-school) departments
- The School Department budget, while not Level Services, experiences a 3.4% increase taking into account all funding sources
- Unlike FY2013, when the School Department hired additional staff to accommodate a significant enrollment increase, the proposed budget will limit its ability to respond if faced with a similar increase in FY2014
- The Retirement Board conducted an actuarial study to determine unfunded liability and set a corresponding funding schedule, which met the 6.7% projection contained in the budget

## **Department Highlights**

### **Education**

- New line item detail for all Department funding sources (General Fund, Grants, and Revolving Accounts) have provided greater budget transparency
- This year's enrollment increases have impacted individual schools differently; rather than reassign existing students, the Department has implemented a more conservative approach of assigning new enrollments to schools with available capacity
- The substantial enrollment growth in FY2013 is expected to continue in FY2014; classroom capacity should be able to handle the influx, however, this could present an increasing challenge in future years
- Long-term staffing increases have tracked enrollment growth closely for the past ten years, with the student-to-teacher ratio increasing by only 0.4 students during that period
- The Department's 3.4% budget increase over FY2013 is driven primarily by a 4.9% increase in personnel costs; the current step-and-lane compensation system is not sustainable, and the Department has stated an intention to seek changes in next year's collective bargaining negotiations
- The Department will begin implementation of new mathematics curriculum in FY2014, using \$ 57,000 from the Town's Education Funds, as the FY2014 budget does not support full implementation (\$ 200,000)
- The Department is using one-time revenue this year, from LABBB credit account, to help fund out-of-district tuitions, a recurring cost
- Minuteman assessment reflected a decrease in Belmont enrollment and a smaller budget increase than in past years

### **Public Service – Public Works, Community Development and Building Services**

- DPW continues to maintain level services in FY2014, however, the budget only allows for limited additional investment to maintain or improve town infrastructure, such as sidewalks
- The Planning Coordinator and Planning and Economic Development positions now report to the Community Development Director to improve coordination of activities and communication

### **Public Safety – Police, Fire and Emergency Management**

- The Police and Fire Departments have tighter control over medical costs by retaining Meditrol, a benefits consulting firm resulting in substantial savings
- Advanced Life Support (ALS) are being added with expected break-even economics in FY2014 and \$ 75,000 – 100,000 of incremental cash in future years
- ALS financial performance will be monitored carefully and can be eliminated if it proves not to be a value creator

### **General Government – Financial and Administrative Departments**

- Hiring a new Town Administrator has greatly improved inter-departmental communication
- The Town Clerk's efforts to use technology and convert paper records to digital format will increase staff productivity and improve information accessibility
- IT Department's work with various departments to enhance the use of technology will better serve the Town and provide automation.

### **Culture and Recreation – Council on Aging, Health, Library and Recreation**

- The Recreation Department has been consolidated within Public Works, eliminating the Recreation Director position, which will create operating efficiencies
- The Council on Aging (COA) shows markedly improved data collection, but should continue to improve the identification of number of residents receiving services
- Other towns consolidate Veterans, COA and Social Worker services under one department and this approach should be considered
- The Library is exploring whether to install a second self-checkout, as the one currently in place has created efficiencies

### **Outlook for FY2015 and Beyond**

The issues that Belmont faces in FY2015 and beyond are not new and are outlined below.

#### **Revenue Growth**

Belmont, like other municipalities, derives a majority of tax revenue from residential property tax. Our annual property tax revenue growth is subject to the Proposition 2 ½ Property Tax Levy law. Therefore, our annual revenue growth will be in the 2½ - 3½ % range. There are several projects before the Planning Board; however, they may not generate a substantial net revenue gain (gross revenue minus the cost of providing services).

## **Compensation**

Belmont's town employees are a valuable resource; however, Belmont is continuously challenged on how to compensate employees within our financial resources. Obligations under Collective Bargaining agreements, retirement benefits and health benefits continue to outpace revenue growth.

## **Infrastructure**

Belmont needs to address infrastructure, such as roads, sidewalks, and drainage systems. In addition, the town will consider whether to replace or renovate the Belmont High School, the Library, DPW and Police buildings, Skating Rink, White Field House and the Underwood Pool, in no particular order. These projects have to be considered in light of capital costs and a set of clear, shared criteria. The Belmont Town Treasurer has indicated that each \$ 1M for a 20-year debt exclusion borrowing raises taxes temporarily by an estimated \$ 10.00 for a single-family home.

## **Organization of the Report**

The Warrant Committee takes a programmatic approach to analyzing the budget. The report begins with a budget overview of each department. It includes a breakdown of each department budget by program and includes an expense analysis of any item that changed by more than \$ 5,000 and 5%. Proposed additions to programs and services are identified. The report includes a Special Analysis/Observations section. Recommendations from last year (FY2013) and for this year (FY2014) are also included in the report.

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## Culture and Recreation

### Council on Aging

#### Budget Overview

FY 2014 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2013 FTEs
\$ 355,313	(\$16,229)	-4.4%	5.91

#### Department Mission/ Description of Services

*Mission:* Provide services to enrich the ability of seniors to live safe, independent, meaningful and healthy lives.

*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 manage the Beech Street Center rental program.

#### Budget by Program

Transportation accounts for the largest percentage of FTEs (34.4%) and highest percentage of budget dollars (32.7%). FTEs for volunteers or grant-funded programs are not included.

Program	FTE's	FTE %	Budget \$	Budget %
Transportation	2.031	34.4%	\$116,157	32.7%
Social Services	1.235	20.8%	\$75,767	21.3%
Nutrition	.115	2%	\$8,787	2.5%
Health & Wellness	.094	16.6%	\$66,326	18.7%
Socialization	.0958	16.3%	\$62,578	17.6%
Volunteer Services	.415	7%	\$11,199	3.1%
Senior Trips	.102	1.7%	\$6,258	1.8%
Rentals	.07	1.2%	\$8,242	2.3%
<b>Total</b>	<b>5.91</b>	<b>100%</b>	<b>\$355,313</b>	<b>100%</b>

#### Expense Analysis

Although the total budget was down \$11,845, there were swings in the line items that showed more than a 5% and \$5,000 change in Transportation, which was down 6.8% or \$28,156 and Health & Wellness, which was up 5.8% or \$19,419.

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

Request	Rationale/support
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An additional \$6,000 to provide social worker coverage during the Summer	The social worker shared with the Health Department does not work Summers
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**Special Analysis /Observations**

*Data Collection:* COA Data Collection was markedly improved this year.

*Beech Street Center Rentals:* The Beech Street rentals exceeded expenses and showed a profit of approximately \$13,000, compared to a loss the previous year.

*Transportation:* Although less this year, approximately 1/3 of the budget and 1/3 of the full time employees are devoted to Transportation services.

*Overall Funding:* COA has outside funding sources through Federal and State grants, donations, and volunteer hours.

*Consolidation:* 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.

**Recommendations**

**Recap of Prior Year Recommendations**

Recommendation	Status
Consolidate Recreation, COA and Health departments	Some progress to the extent the Town Administrator now has joint responsibility concerning the Director.
Staff Alignment	No progress beyond sharing of a full-time social worker.
Improve data collection	Improvement shown but continued effort for details in both services rendered and overall cost, including outside funding and identifying the number different persons receiving COA services.
Transportation	The COA defends the funds and staff devoted to transportation but the services are significantly more generous than surrounding comparable towns.

**FY 2014 Recommendations**

Recommendation	Rationale
Transportation	Efforts should be made to find efficiency in the delivery of transportation services and further efforts should be made to keep sufficient records to determine the cost per ride.
Consolidation	Other towns consolidate Veterans, COA and Social Worker services under one department and this approach should be considered.

Data Collection	Continue data collection and focus on the number of different persons in receipt of COA services.
Inter-Department Cooperation	Coordinate the use of Belderbus with Recreation and cooperate with the department on the use of the Beech Street Center for after school Recreation Department activities.

## Health Department

### Budget Overview

FY 2014 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2014 FTEs
\$488,318	\$42,217	9.5%	4.5**

8\* Excludes public health RN shared with Lexington through professional service contract.

### Department Mission/Description of Services

*Mission:* Promote health, prevent disease and enforce state and local regulations

*Services:* Inspection services, including licensing and enforcement; emergency planning; disease prevention and hazardous waste disposal. Also animal control, assistance to veterans, and social services to youths and families.

### Budget by Program

The budgeted rate of growth in expenses exceeds the average for town departments and available revenue growth. There are no significant changes in the budget allocation among programs. Inspections and Administration account for the highest percentage of FTE's and the largest share of budget dollars, totaling 50%.

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

Program	FTE's	FTE %	Budget \$	Budget %
Public Safety	0.9	20	99,202	20.3
Inspections	1.0	22	122,094	25.0
Social Services	0.7	16	89,046	18.2
Disease Prevention	0.7	16	61,046	12.5
Administration/Other	1.2	27	116,930	24.0
Total	4.5	100.0%	\$488,318	100.0%

**Expense Analysis**

One line item, full time wages for health miscellaneous increased by more than 5% and \$ 5,000 from the previous fiscal year. Veteran benefits are budgeted to increase by \$32,000 based on the current number of qualifying veterans.

<i>Line Item</i>	<i>FY2014</i>	<i>Prior Year</i>	<i>% incr.</i>	<i>Explanation</i>
Full Time Wages (Health)	\$220,623	\$213,449	3.4%	Step increases and general town increase

**Requested Adds**

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

**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.

*Fee Structure:* The Health Department reviews and adjusts permit and inspection annually and the current fee structure is now consistent with neighboring communities. Even with these revenue adjustments, fees cover less than 40% of the inspection budget. This highlights the importance of exploring ways to increase the efficiency of the inspection process.

*Digital progress:* The department has made good progress with IT initiatives in its core functions of inspection and public health.

*Provision of social services:* The department has two part time social service providers. The Youth and Family Services Coordinator position, currently shared with the Council on Aging, is held by a highly credentialed social worker on a ten-month basis. (The COA Director covers during the summer months.) This professional provides a mix of referral services and non-means tested counseling to teens and families. The department uses a portion of its Animal Control officer’s time to provide a range of social services to veterans.

*Veterans Benefits:* While the state currently reimburses towns 75% of the expense of veteran’s benefits, this reimbursement is delayed by one year and is potentially subject to change. There is no reimbursement for social services.

*Animal control:* The reporting structure differs from many surrounding communities, where the animal control officer is a police department employee working in a 24/7 department.

*Overall costs:* Using budget information from Arlington, Lexington and Winchester, and looking purely at core public health functions (i.e. eliminating social services, animal control and veteran’s services), Belmont’s per capita costs appear to be 25 – 30% higher. Administrative costs are also relatively high, at over 20% of the budget.

**Recommendations**

The Health Department has regionalized and consolidated services in the past and continues to work on these measures.

**Recap of Prior Year Recommendations**

Recommendation	Status
Regionalization	Sharing public health nurse sharing with Lexington has continued and is working well*
Consolidation within the town	Town Meeting voted to allow the department to remain autonomous reflecting regulatory concerns about the core public health function

\*Other regionalized activities include mosquito control, hazardous waste collection, emergency preparedness and under age tobacco sales

**FY 2014 Recommendations**

Recommendation	Rationale
Explore combining all social services (COA, current teen/family effort at Health, Veterans Services) in single unit under town management	Current social service FTE of 1.5 should allow year round services to be provided if management were centralized. Consolidated unit would facilitate coordination across Town departments and with School.
Study mix of referral and counseling services currently provided	Provision of referral informal may not require very highly credentialed employees
Explore shifting of Animal Control responsibilities to Police Department	May provide more consistent 24/7 response and improve dispatch/management of officer time

**Library**

**Budget Overview**

FY 2014 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2014 FTEs
\$ 2,025,190	\$ 29,704	1.5%	23.58

**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; 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 budget calls for an increase below the town average. There are no significant changes in the allocation among programs. The FTE and FY 2014 allocations are:

<b>Program</b>	<b>FTE's</b>	<b>FTE %</b>	<b>Budget \$</b>	<b>Budget %</b>
Administration	1.78	7.5%	\$332,293	16.4%
Adult Services	6.64	28.2%	\$633,893	31.3%
Young Adult Services	1.23	5.2%	\$80,386	4.0%
Children's Services	3.58	15.2%	\$278,193	13.7%
Circulation Services	6.73	28.5%	\$410,511	20.3%
Technical Services	3.62	15.4%	\$289,914	14.3%
<b>Total</b>	<b>23.58</b>	<b>100.0%</b>	<b>\$2,025,190</b>	<b>100.0%</b>

**Expense Analysis**

One line item increased by more than 5% and more than \$5,000:

<b>Line Item</b>	<b>FY2014</b>	<b>Prior Year</b>	<b>% incr.</b>	<b>Explanation</b>
Building Systems Maintenance	\$126,180	\$78,725	60.3%	Painting exterior windows/doors, and removal and replacement of asbestos tiles.

One line item decreased by more than 5% and more than \$5,000:

<b>Line Item</b>	<b>FY2014</b>	<b>Prior Year</b>	<b>% incr.</b>	<b>Explanation</b>
Book/Periodical/Film/CD/Record	\$279,305	\$306,005	-8.8%	Reflects absence of a one-time allocation of \$40,000 in FY 2013

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

None.

**Recap of Prior Year Recommendations**

<b>Recommendation</b>	<b>Status</b>
Explore IT investments for back office operations	Library installed a self-checkout station to help reduce lines at the circulation desk during peak hours. The library is evaluating whether to install a second station (space/money considerations).

Revisit use of benefited PT positions	The staff structure was reduced in FY13 from four benefited part-time positions to three benefited part-time positions. The staff structure has remained the same for FY14 with three benefited part-time positions. The trustees will continue to evaluate reduction of hours through attrition, following the union process, and discussions with the Town Administrator and Town Counsel.
Digital expansion	The yearly total of circulated e-books rose from less than 3,000 to more than 10,000.
Evaluate the increase in Young Adult/Reference Librarian to full time (+5 hours) @\$7,104 and the \$8,000 for PT personnel	The library and school will evaluate the services for FY14.

### FY 2014 Recommendations

Recommendation	Rationale
Finalize a Memo of Agreement with the Town for facility coordination.	With a new director of building services coming on board, the final steps can be completed.
Allow a more structured role for the Town Administrator to facilitate inter-department collaboration.	Now that Town Meeting has voted to support the amended by-law to establish the position of Town Administrator, all departments are encouraged to make full use of this new position.

## Recreation Department

### Budget Overview

FY 2014 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2014 FTEs
\$635, 136	\$(63,509)	( 9.90)%	14.28

### Department Mission/Description of Services

*Mission:* Provide Belmont residents with healthy, enjoyable and affordable activities regardless of age, gender or physical ability.

*Services:* Summer Underwood and Higginbottom Pool Programs, Summer Sports and Activity Programs, School Year Programs, Skating Rink Programs, Spring Programs and Special Needs Programs.

### Budget by Program

The budget calls for a 9.9% decrease for FY2014, primarily driven by consolidation of Recreation into the Department of Public Works, resulting in the elimination of the Recreation Director position. For this same reason, Recreation supervision decreased as a percentage of budgeted numbers from 23.2% in

FY13 to 12.1% in FY14. The Summer Pool Program accounts for the highest percentage of FTE's (31%) and the School Year Programs represents the largest share of budget dollars (29.2%).

<b>Program</b>	<b>FTE's</b>	<b>FTE %</b>	<b>Budget \$</b>	<b>Budget %</b>
Summer Pool Program	4.49	31%	\$147,514	23.2%
Summer Sports Program	4.31	30%	\$140,025	22.0%
School Year Programs	2.70	19%	\$185,166	29.2%
Skating Rink Programs	1.72	12%	\$57,207	9.0%
Spring Programs	.50	4%	\$35,083	5.6%
Special Needs	.56	4%	\$70,141	11.0%
<b>Total</b>	<b>14.28</b>	<b>100.0%</b>	<b>\$635,136</b>	<b>100.0%</b>

**Expense Analysis**

Three program salary lines are budgeted to increase more than 5% and \$5000 in FY14, as detailed below; however, total Recreation expenses are budgeted to decrease by 9.9% due to the elimination of a supervisory position and a reduction in custodial expenses by \$10,000 (23%), a more accurate reflection of usage. Budgeted Recreation revenues are expected to cover budgeted expenses in FY14, as was the case in FY13.

<b>Line Item</b>	<b>FY2014</b>	<b>Prior Year</b>	<b>% incr.</b>	<b>Explanation</b>
	\$	\$	%	
Summer Programs	127,965	116,000	10.3%	Pool open an extra week; assumes maximum days and full staff for all programs.
Fall and Winter Programs	101,199	92,300	9.6%	
Athletic/Kids Camps	<u>113,837</u>	<u>100,060</u>	13.7%	
Total Program Salary	343,001	308,360	11.2%	

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

None.

**Special Analysis /Observations**

*Organizational Change:* For FY14, the Town of Belmont will include Recreation within the Department of Public Works. Folding Recreation into the DPW will result in operating efficiencies and will provide additional resources for Recreation staffing, resulting in more effective delivery of programming.

*Shared Resources:* Recreation continues to share resources with the Council on Aging, including limited use of both the Belderbus and space for programming at the Beech Street Center.

*New Programming:* Recreation continues to evaluate programming; in FY13 several popular programs were expanded (Zumba, tennis) and Kids Karate was added.

*Expense Reduction and New Revenue Initiatives:* Adding local sponsorship for spring ball programs has met with great success and generated savings in uniform costs. This program is will be expanded in 2014.

*Fees:* Fees increased 5% to better represent the actual cost of the delivery of programming.

**Recommendations**

**Recap of Prior Year Recommendations**

Recommendation	Status
Consolidation of Departments	Recreation consolidated into DPW, resulting in the elimination of one supervisory position and creating efficiencies
Evaluate use of CPA funds to repair/rebuild Underwood Pool	CPA funds requested for plan/design of new pool

**FY 2014 Recommendations**

Recommendation	Rationale
Evaluate operating Recreation as an enterprise fund	Facilities and expenses paid by users; revenues cover maintenance and upgrades. Other towns offer more programs at comparable costs to townspeople.
Consider outsourcing more programs with higher revenue split	Creates efficiencies and increases revenues.
Work with COA to explore ways to free up space for use by Recreation	Allows for expansion of programming, generates increased revenues.

**General Government – Administrative Departments**

**Budget Overview**

FY 2014 \$	Change from Prior Year	% Change from Prior Year	FY 2014 FTEs
2,384,035	73,258	3.2%	17.17

**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:* Conduct elections, maintain the town census and voting lists, promote voter registration and participation, maintains the town’s vital records, handle licenses; maintain information about Town Meeting, boards and committees in compliance with Open Meeting Laws, ensures compliance with ethic and campaign reporting requirements and provide support for Town Meetings.

**Information Technology**

*Mission:* Provide technology infrastructure for town government.

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

**Human Resources:**

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

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

**Town Administrator:**

*Mission:* Serve as the Town’s chief administrative officer and chief of staff for the Board of Selectmen.

*Services:* Oversees and coordinates activities of Town departments; initiates and organizes planning and budgeting; 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:** The distribution of expenses is fairly even, with the exception of technical training. Most of the costs fall in the “other” category, which included hardware refresh, software licensing and maintenance for each function.

**Human Resources:** The largest amount of time and money is spent on Benefits Administration services, which include health, dental and life insurance enrollments, deductions, bill processing, COBRA notices and assistance to all Town and School employees and retirees.

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

<b>Program</b>	<b>FTE’s</b>	<b>FTE %</b>	<b>Budget \$</b>	<b>Budget %</b>
Town Clerk	4.5	26%	\$431,075	18%
Information Technology	5	29%	\$882,480	37%
Human Resources	2.92	17%	\$276,209	12%
Town Administrator	4.75	28%	\$794,271	33%
<b>Total</b>	<b>17.17</b>	<b>100.0%</b>	<b>\$2,384,035</b>	<b>100.0%</b>

**Expense Analysis\***

Seven lines increased by more than 5% and \$5,000.

<i>Line Item</i>	<i>FY2014</i>	<i>Prior Year</i>	<i>% incr.</i>	<i>Explanation</i>
IT Software Licenses	\$210,050	\$128,500	63.5%	Moving toward hosted solutions and various upgrades
Poll Workers	\$93,360	\$58,000	61%	Extra elections
Election & Reg. Salaries	\$68,648	\$60,100	14%	Additional hours needed for elections
Insurance	\$352,509	\$323,400	9%	Increased premiums
TA Professional Services	\$10,000	\$5,000	100%	Combined costs of transcribing committee minutes into one line item
TA Wages	\$414,641	\$358,085	13.6%	Combined wages for committee work with general management wages
TA Health insurance	\$38,580	\$6,042	500%	Re-allocated by person

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

Request	Rationale/support
HR-Add a full-time professional position (\$60,000)	Assist with research, projects and non-clerical duties
Town Administrator (TA)-Improved document managing (no new cost)	Convert paper record to electronic format for all departments
TA-Website enhancements (no new cost)	Expand on-line offerings
TA-Automated agendas (\$6,000)	Automate the process for planning meetings

**Special Analysis/Observations**

**IT:** Professional services and consultants have been reduced considerably as a two year project will be completed by the start of FY14. Beginning with FY14, the town will no longer receive a reimbursement from the Belmont Municipal Light Department for services provided by the IT department, as the BMLD has hired its own IT manager. In FY13 this reimbursement was \$69,000.

**Town Administrator:** The new Town Administrator has implemented the combination of some part-time positions approved in FY2013, and has improved interdepartmental communications. The Planning

Coordinator and Planning & Economic Development Manager positions now report to the Community Development Director.

**HR:** One time pay classification study in the FY13 budget creates an HR budget reduction for FY14.

**Recommendations:**

**Town Clerk:** Recommend continuing to increase staff productivity and information accessibility through expanded use of technology and the conversion of paper records to digital format.

**IT Licenses:** Recommend approval for better performance and increased efficiencies of the IT system.

**Town Administrator:** Automated Agendas: A small cost, which would save a lot of administrative staff time in scheduling BOS and committee meetings.

**Recap of Prior Year Recommendations**

Recommendation	Status
Work with school department to streamline services wherever possible	Limited progress
Regionalization	No progress
Consolidation with School HR	Reviewed
Review pay classifications	Being pursued
Drop an old health ins. plan	Done
Regionalization	Being pursued
Further use of technology	Being pursued
Re-work the VFW payment/lease	No progress
Re-bid services	Legal services renewed at current rates
Market Town Hall for rentals	No progress
Changes to the Town Admin role	Approved at April 2013 Town Meeting

**FY 2014 Recommendations**

Recommendation	Rationale
Better coordination of these numerous small departments	Allow more efficient use of personnel and improve information flow
Further use of technology	Possible cost savings and/or efficiencies

**General Government – Financial Department**

**Budget Overview**

FY 2014 \$	Change from Prior Year	% Change from Prior Year	FY 2014 FTEs
1,350,005	23,059	1.73%	13.9

**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 – prepares 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 – act as Chief Procurement Officer, 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 tax purposes.

**Services:** The Assessing 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**

<b>Program</b>	<b>FTE’s</b>	<b>FTE %</b>	<b>Budget \$</b>	<b>Budget %</b>
Accounting	2.8	20%	\$340,641	25%
Treasurer	7.3	53%	\$623,793	46%
Assessors	3.8	27%	\$385,571	29%
Total	13.9	100.0%	1,350,005	100.0%

**Expense Analysis\***

There are not any items (except for contractual salary increases) that have increased by more than 5% and more than \$5,000 from 2012 Estimated Expenses

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

None.

**Special Analysis /Observations**

**Accounting:** Chitra Subramanian has completed her first full year as the new Town Accountant and has demonstrated her ability to manage this critical office. The department uses 1 part-time intern to assist with accounts payable and filing. The position is at a straight hourly wage with no benefits. This has worked out well. Implementation of the Community Preservation Act (CPA) has increased the workload of the department. With only 2.8 FTEs there is likely no further scope for staff reduction.

**Treasurer: Administrative overhead:** Has declined by 1.5 FTE over the last 10 years.

**Part time employees:** The Department has two PT employees, one at 16 hours per week and a second at 4 hours per week. Neither PT position carries benefits.

**Assessors: Administrative overhead:** 3.4 FTEs are hired staff. 0.4 FTEs represent the 3 member Board of Assessors.

**Part time employees:** The Department has one PT employee at 12 hours per week. This position does not carry benefits

**Recommendations**

**Recap of Prior Year Recommendations**

Recommendation	Status
Consolidation of Town payment windows – Treasurer’s and BML	Progress: All payments are accepted at the Treasurer’s window.
Town parking lot spaces priced below market	Progress: Parking rates are being reviewed.
Savings through technology	Progress: E-Billing has been available since August 1, 2012
Timely Information Distribution	Progress: Have agreed to a schedule to distribute information
Use of Technology	Exemption and abatement forms are available on-line
Implement CPA	Done

**FY 2014 Recommendations**

Recommendation	Rationale
All billings and collections for water, sewer and light should be centralized in the Treasurer’s Department	Treasurer can collect unpaid fees by placing real estate tax liens; efficiency
Monitor pricing of Town parking lots	To optimize turnover and revenue
Expand Payment in Lieu of Taxes Program (PILOT)	Non-profit institutions draw on Town Services and should reimburse the Town for such services
Encourage more use of paperless	Efficiency and cost savings

billing	
Use part-time non-benefited workers whenever possible	Reduction in compensation expenses

## Police Department

### Budget Summary

<b>FY 2014 \$</b>	<b>\$ Change from Prior Year</b>	<b>% Change from Prior Year</b>	<b>FY 2014 Headcount</b>
<b>\$6,779,957</b>	<b>\$250,046</b>	<b>3.8%</b>	<b>84</b>

#### 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 as submitted calls for an increase of 3.8% with changes in the allocation of personnel and benefits among programs. Patrol Services accounts for the highest percentage of FTEs (41.6%) and the highest share of budget dollars (60.8%).

<b>Program</b>	<b>FTEs</b>	<b>FTE %</b>	<b>Budget \$</b>	<b>Budget %</b>
Patrol Services	35	41.6%	\$3,973,898	58.6%
Traffic Management	26	31.0%	\$564,365	8.3%
Detectives & Investigations	5	6.0%	\$520,581	7.7%
Community Services	3	3.6%	\$274,192	4.0%
Public Safety Comm.	10	12.0%	\$921,845	13.6%
Administration	3	3.6%	\$438,221	6.5%
Records	2	2.2%	\$86,855	1.3%
<b>Total</b>	<b>84</b>	<b>100.0%</b>	<b>\$6,779,957</b>	<b>100.0%</b>

#### Expense Analysis

In the Police Department budget, there are 20 line items that change by more than 5% and more than \$5,000 from the previous fiscal year. We highlight five 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. Taken as a whole, these “accounting” wage and health care items go up by less than 5%.

<b>Line Item</b>	<b>FY2014</b>	<b>Prior Year</b>	<b>% incr.</b>	<b>Explanation</b>
Patrol: Crim. Justice Training	\$15,434	\$10,434	48%	NEMLAC training
Patrol: In-Service Training	\$40,000	\$20,000	100%	Mandated training
Patrol: Computer Services	\$48,612	\$40,923	26%	Upgrades to hardware

Admin: Due/Membership	\$7,435	\$2,335	218% Annual dues
Traffic: Full-Time Wages	\$282,510	\$212,919	24% Alignment of staff

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

School Resource Officer (SRO)

Request	Rationale/support
One FTE in SRO, at cost of \$70,000	See recommendation section below

**Special Analysis/Observations**

**Cost Allocation:** In recent past, there had been discrepancy on how the department reports staffing. Working with the new Town Administrator and the PD leadership team, consensus was achieved to use headcount as a basis to report out staffing. In addition to sworn officers, the Police Department relies on a cadre of 31 volunteer and per diem staff for total personnel of 116.

**Staffing/Service Model:** The department has been short staffed during FY13 and will be adding five candidates from the Police Academy. The Public Safety Subcommittee had begun an effort, in cooperation with Police Department leadership, to comparatively analyze the service and staffing models of neighboring towns. This benchmarking will hopefully result in insights and recommendations. A private grant funded the creation a K-9 program providing an additional resource in the department and the additional benefit of community awareness and engagement.

**Regionalization:** The Police Department has been actively involved with regionalization of Public Safety Communication/911 services and participates actively with NEMLAC, RRT, SWAT, ICS, STARS, to name a few. No place was this more evident in the April 19, 2013 search of the suspects in the Boston Marathon bombing where our department worked in conjunction with other local, state, and federal agencies in Watertown.

**Sick / Disability Management:** The Warrant Committee applauds the effort by the Police Chief (and Fire Chief) to take tighter control over sick / disability costs by hiring Meditrol, a benefits consulting firm.

Recent Meditrol Disability Management				
Service	Original Charge	Negotiated Charge	Meditrol Cost	Net Savings
Evaluation	\$ 14,890.00	\$ 4,898.00		\$ 9,992.00
Surgery	\$ 136,598.00	\$ 30,874.00		\$ 105,724.00
Physical Therapy	\$ 14,785.00	\$ 5,130.00		\$ 9,655.00
Follow-up	\$ 393.00	\$ 80.54		\$ 312.46
Total	\$ 166,666.00	\$ 40,982.54	\$ 7,500.00	\$ 118,183.46

**Recommendations**

**Recap of Prior Year Recommendations**

<i>Recommendation</i>	<i>Status</i>
Benchmarking with neighboring communities	Limited action taken this year. Some data was shared by the Department; add'l work required.
Cost allocation	The Town Administrator and the Chief of Police reallocated the number of uniformed officers to various departments to better reflect reality and adjusted healthcare expenses accordingly.

**FY 2014 Recommendations**

<i>Recommendation</i>	<i>Rationale</i>
The decision regarding increasing one uniformed officer as School Resource Officer (SRO) will likely add approximately \$75-90K of implied annual cost obligation (fully-loaded) with the goal of improving safety. Assessment of the cost of the incremental FTE should factor in the full lifetime cost implications (health, pension, etc.) Consideration should be given to re-assigning an officer from another position to serve as the SRO, until this position can be fully funded.	With the traumatic violence from the Sandy Hook School shooting, returning this position to the line of duty assigned to the School System has been raised as a priority. This position has been on the margin for the past three budget years.

**Fire Department**

**Budget Summary**

<b>FY 2014 \$</b>	<b>\$ Change from Prior Year</b>	<b>% Change from Prior Year</b>	<b>FY 2014 FTEs</b>
<b>\$5,514,449</b>	<b>\$243,766</b>	<b>4.6%</b>	<b>55.49</b>

**Department Mission/Description of Services**

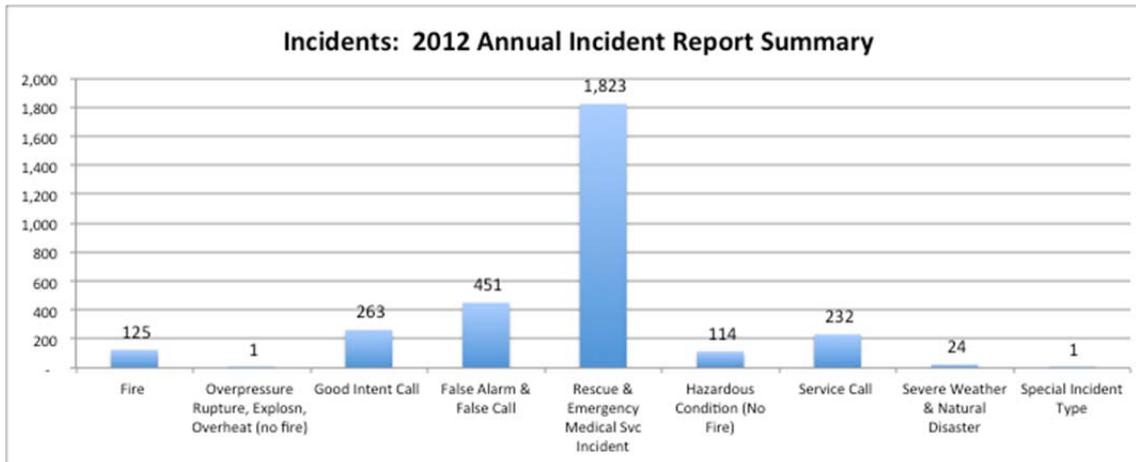
*Mission:* The Fire Department’s primary responsibility is providing emergency response to Town residents.

*Services:* There are four primary services: 1) suppressing the spreading of fires, including responding to calls where a fire is likely; 2) fire prevention; 3) providing rescue services to the Town; and, 4) service calls.

## Budget by Program

The budget as submitted calls for an increase (4.6%) above the town average (2.1%), with no significant changes in the allocation among programs. This increase is primarily driven by investments in equipment for Advanced Life Support (ALS) – investments that will be covered by increased ALS revenues. Without these ALS investments, the total budget increase would be 1.0%, below the town average. FTEs have been allocated across programs using salary and benefits estimated for each function. Rescue Services accounts for the largest % of both FTEs and budget dollars.

<b>Program</b>	<b>FTEs</b>	<b>FTE %</b>	<b>Budget \$</b>	<b>Budget %</b>
Fire Suppression	12.84	23.1%	\$1,276,462	23.1%
Fire Prevention	5.59	10.1%	\$555,694	10.1%
Rescue Services	25.43	45.8%	\$2,526,774	45.8%
Service Calls	6.10	21.0%	\$1,155,517	21.0%
Total	55.49	100.0%	\$5,514,449	100.0%



## Expense Analysis

Ten line items changed by more than 5%, and more than \$5,000, from the previous fiscal year. Several changes are primarily the result of more accurate accounting under the leadership of our new Town Administrator. Advanced Life Support (ALS) is a roll-up of a number of individual expenditures.

<b>Line Item</b>	<b>FY2014</b>	<b>Prior Year</b>	<b>% incr.</b>	<b>Explanation</b>
Specialty Stipends	\$9,000	\$0	n/a	Was in salary account; now broken out
In-state travel / training	\$12,320	\$1,600	670%	Acctg. change; moved cost from Suppression to Administration
Longevity	\$12,140	\$5,000	143%	Paid out over 3 yrs. prior to retirements; will grow (see below)
Health Insurance	\$581,220	\$627,368	-7%	Driven either by census

Education	\$23,300	\$30,517	-24%	or change in policy mix Reallocated to Training
Vehicle Maintenance	\$61,000	\$51,000	20%	Aging fleet requires specialized repairs
Radio Maintenance	\$14,000	\$8,000	75%	Accessories + repair costs; was \$23K in FY12
Training	\$22,000	\$10,000	120%	Moved from Education + increased Training under new CBA
Software Upgrade	\$7,500	\$0	n/a	New staffing software; last upgrade 7 yrs. ago
Advanced Life Support	\$363,875	\$169,875	114%	\$90K startup costs, \$34K billing costs, \$70K ALS operating expenses

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

None.

**Special Analysis / Observations**

*Advanced Life Support (ALS):* The FY 2012 fee increases for Basic Life Support (BLS) has already generated an incremental \$210K vs. FY 2011, with a total of \$550K in overall annual revenue expected in both FY'13 and FY'14. In FY 2014, our Fire Department will begin providing ALS. All in, this will require approximately \$300K in investments (largely capital) this year – mostly one-time expenses like cardiac monitors and supplies – and also includes setting aside \$50K per year (for 5 years) in order to fund the eventual purchase of a new ambulance. Careful analysis by the Fire Department suggests that ALS will generate an incremental \$300K or so in incremental annual revenue going forward, resulting in break-even economics in FY 2014 and approximately \$75-100K in net gain after that. If the Town discovers that ALS proves to generate less revenue than expected in future years, we can always choose to revert to BLS only.

*Disability / Medical Bill Management.* The Warrant Committee applauds the effort by the Fire Chief (and Police Chief) to take tighter control over sick / disability costs by hiring Meditrol, a medical claims administration firm. Thus far in FY 2013, there have been a number of firefighter injuries that have resulted in medical expenses. Meditrol, has been able to negotiate lower expenses resulting in \$42,145 of avoided medical costs. With Meditrol's fees of \$8,000, Belmont has saved a net of \$34,145. Meditrol administration of claims has also resulted in shorter medical leaves, positively impacting overtime expense.

*Transition Planning:* Because of significant hiring that took place back in 1986-1989, approximately 30% of the current firefighters are forecast to retire in the next five years (including key leadership positions); the Longevity variance above is an early indicator. As is also the case in the Police Department, hiring and deploying new firefighters takes up to a year, with hiring and training lifecycles that are effectively impossible to accelerate (absent changes by the academy that reduce wait times; we are hopeful for some progress here). Without intelligent planning and phasing in new firefighters, Belmont could be looking at overtime budgets that are significantly above their current levels. The major transition on the horizon is both a major challenge and also a unique opportunity to think carefully and creatively about

both transition planning as well as evaluating the underlying staffing / service model we currently deploy. The Warrant Committee will support the Fire Department, as needed, in this process.

**Recommendations**

Some progress has been made on recommendations made in prior years:

**Recap of Prior Year Recommendations**

<i>Recommendation</i>	<i>Status</i>
Evaluate existing service/staffing model	Some work has been done, demonstrating that Belmont’s costs are relatively low compared to nearby towns. More work will be done in coming years as a part of transition planning.
Explore federal SAFER grant for buffer expansion and long-range retirement planning	The Fire Department applied for the grant but was denied.
Barring legislative action (or new information) acknowledge that FD regionalization is impossible	The Warrant Committee continues to believe that any meaningful regionalization efforts will need to come from the state legislature.

**FY 2014 Recommendations**

<i>Recommendation</i>	<i>Status</i>
Reapply for federal SAFER grant	With the limited staffing buffer today, continued careful overtime management will be vital. Federal grant monies may help mitigate this issue and also assist in transition planning.
Actively plan for upcoming retirements, including evaluating service / staffing model	See description in <i>Transition Planning</i> (above).

**Public Works**

**Budget Overview**

<b>FY 2014 \$</b>	<b>\$ Change from Prior Year</b>	<b>% Change from Prior Year</b>	<b>FY 2014 FTEs</b>
6,389,347	\$74,030	1.2%	50.86

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.

**Budget by Program**

<b>Program</b>	<b>FTE's</b>	<b>FTE %</b>	<b>Budget \$</b>	<b>Budget %</b>
Administration	3	5.9%	\$333,660	1.6%
Street Maintenance	5	9.8%	\$639,722	3.1%
Snow Removal	0	0.0%	\$567,200	2.8%
Central Fleet Maintenance	4	7.9%	\$572,338	2.8%
Forestry	1	2.0%	\$262,014	1.3%
Delta & Grounds	1	2.0%	\$63,577	0.3%
Solid Waste Collection & Disposal	1.5	2.9%	\$2,475,835	12.1%
Street Lighting	0	0.0%	\$278,677	1.4%
Cemetery Maintenance	5.71	11.2%	\$465,350	2.3%
Parks & Facilities	5.25	10.3%	\$730,974	3.6%
Water Administration	2	3.9%	\$627,808	3.1%
Water Distribution	10.4	20.4%	\$5,081,422	24.0%
Sewer Maintenance	8	15.7%	\$7,791,647	39.3%
Storm water Maintenance	4	7.9%	\$464,491	2.3%
<b>Total</b>	<b>50.86</b>	<b>100.0%</b>	<b>\$20,354,715</b>	<b>100.0%</b>

**Expense Analysis\***

The following budget line items increased by more than 5% and by more than \$5,000 from 2013 Estimated Expenses

<b>Line Item</b>	<b>FY2014</b>	<b>Prior Year</b>	<b>% incr.</b>	<b>Explanation</b>
Street Lighting	\$278,677	\$260,000	7.2%	BMLD rate increase

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

None.

**Special Analysis /Observations**

The department is commended for once again maintaining level services in FY 2014 within a level services budget. However, a level services budget does not allow for additional investment to maintain Town infrastructure.

Sidewalk construction is budgeted at \$7,100. Given sidewalk reconstruction costs of approximately \$30/lineal foot, this budget allows for approximately 236 feet of sidewalk. Belmont has 97 miles of sidewalks, much of which is in deplorable condition.

For FY14 the Recreation Department budget will be included within the DPW budget.

As we have noted in the past, the Underwood pool and the Skip Vigliolo Skating Rink are past their useful lives. 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	Examining trade off of recycling vs. disposal expense

### FY 2014 Recommendations

Recommendation	Rationale
Progress on incinerator site	Funds have been set aside for this purpose. The process is moving forward but post-closure use must be resolved.

## Community Development

### Budget Overview

FY 2014 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2014 FTEs
\$954,324	\$57,561	6.4%	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 professional “in-house” planning services to the Town offering guidance on land use issues to the Board of Selectmen and the Town Administrator.

### Budget by Program

Planning accounts for the highest percentage of FTE’s (33.5%), and Administration and Planning account for approximately 60% of budget dollars.

Program	FTE’s	FTE %	Budget \$	Budget %
Administration	1.58	16.5%	\$145,396	15.2%
Engineering	2.14	25.0%	\$245,029	25.7%
Inspection/Enforcement	2.25	12.0%	\$297,878	31.2%
Planning	3.0	33.5%	\$266,023	27.9%
Total	8.97	100.0%	\$954,324*	100.0%

\*difference due to rounding

### Expense Analysis\*

There are no budget line items that increase by more than 5% from 2013.

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

None.

### Special Analysis /Observations

The department is commended for once again maintaining level services in FY 2014 within a level services budget. The retirement of the previous Town Planner in January 2013 is an opportunity to redefine and rescope this position before filling it again.

### 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	Planning Division now reports to Director of Community Development instead of Town Administrator.

#### FY 2014 Recommendations

Recommendation	Rationale
Re-examine level of permit fees.	Cover cost of permitted activities.

## Building Services

### Budget Overview

FY 2014 \$	\$ Change from Prior Year	% Change from Prior Year	FY 2014 FTEs
\$1,470,413	-\$109,845	-6.9%	7

### Department Mission/Description of Services

#### Mission and Services:

- Maintenance, cleaning, and repair of the following Town buildings including the Police Station, Town Hall, Homer Bldg, Old BMLD Bldg, the Fire Stations, the Town Yard, and the Beech Street Center.

- Manage fuel and utilities for town buildings (heating oil, diesel fuel, natural gas, water, electricity).
- Manage town telecommunications contracts.
- Assist with oversight of Town capital projects.

**Budget by Program**

<b>Program</b>	<b>FTE's</b>	<b>FTE %</b>	<b>Budget \$</b>	<b>Budget %</b>
Administration	1.2	17.1%	\$72,648	17.1%
Capital Project	0.5	7.1%	\$30,271	7.1%
Building Management	5.3	75.7%	\$320,864	75.7%
Total	7.0	100.0%	\$423,783	100.0%

**Expense Analysis\***

The following budget line items increase by more than 5% and by more than \$5,000 from the 2013 adjusted budget.

<b>Line Item</b>	<b>FY2014</b>	<b>Prior Year</b>	<b>% incr.</b>	<b>Explanation</b>
Wages	\$314,790	\$298,076	5.6%	Salary allowance for new department head
Health Insurance	\$38,580	\$27,085	42.4%	New staff
Postage	\$42,000	\$26,500	58.5%	Town-wide postage expense.

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

None.

**Special Analysis /Observations**

The department is commended for once again maintaining level services in FY 2014 within a level services budget.

Repairs to the Police Station building envelope are now complete. The building is now in serviceable condition.

**Recommendations**

**Recap of Prior Year Recommendations**

<b>Recommendation</b>	<b>Status</b>
Continue planning for consolidation with School Buildings function	Progressing

**FY 2014 Recommendations**

Recommendation	Rationale
Evaluate including maintenance of Library within consolidated building facilities program.	More efficient building management.

**MINUTEMAN**

**Budget Overview**

<b>FY 2014 Assessment</b>	<b>\$ Change from Prior Year</b>	<b>% Change from Prior Year</b>
\$ 851,984	(\$88,015)	-9.3%

The reduction results from fewer Belmont students enrolled this year.

**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 21 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.

**Budget by Program**

Minuteman’s major program areas are shown below. Because many post-graduate students are embedded into the high school programs, Minuteman does not break out the costs of post-graduate programs separately. Instructional support includes services such as special education, technology support, guidance, the library, and health.

<b>Program</b>	<b>Budget FY 2014</b>	<b>Difference From FY 2013</b>
Administration	\$1,421,327	\$100,040
Student Instructional Services	\$9,154,499	\$618,069
Student Services	\$1,987,161	\$91,356

Operation & Maintenance	\$1,659,520	(\$95,974)
Insurance, Retirement, Leases	\$2,883,584	\$116,164
Community Services	\$100,000	\$0
Asset Acquisition & Improvement	\$888,688	\$455,000
Debt Service	\$452,318	\$10,729
Tuition Payments	\$0	\$0

### **Expense Analysis**

The total Minuteman budget is increasing by \$1,295,385 or 7.5% in Fiscal Year 2014. As shown on the previous schedule, the bulk of the increase is due to student structural services and asset acquisitions and improvements. Two-thirds of the increase in student instructional services represents contractual salary increases, with the remainder primarily consisting of the conversion of three or four teaching assistant positions in the career and technical areas to full-time teachers and the funding of two special education positions that were previously funded by outside grants. The increase in the asset acquisitions and improvements line item represents addressing a number of deferred maintenance items at the school, as well as an anticipated \$200,000 contribution into the stabilization fund that was approved by the member towns last year. Excluding the increase in the capital accounts, the increase in the Minuteman budget is comparable to the budget increase in Fiscal Year 2013.

### **Special Analysis/Observations**

*Enrollment Trends:* The current total enrollment at Minuteman is comprised of 664 high school students, down from 889 students in 1998. 368 (55%) of those students are from the 16 member towns, with the rest representing tuition students from outside of the district. Minuteman also has another 75 post-graduate students, of which only 33 (45%) are from member towns. Belmont currently has 31 high school students and 3 post-graduates enrolled at Minuteman. Belmont's high school enrollment is down 10-15% from the last three years.

*Non-Member Tuition Students:* Out of district students pay a tuition which is set by the state Department of Elementary and Secondary Education (DESE). Presently, the out of district tuitions are 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, which reduces the disparity somewhat. The Minuteman administration has been advised that there will be a reduction next year in the out of district tuition established by DESE.

*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. (Non-member towns have no responsibility for capital expenditures such as a new or renovated school.) Nevertheless, with no direct input from the School Committee or the member towns, the Minuteman administration negotiated with the MSBA and the MSBA approved two enrollment levels for further analysis – a 435-student school and an 800-student school. The Minuteman School district has recently engaged an architect and a project manager in the furtherance of their feasibility study. Belmont is challenging the legality of the authorization to borrow funds to pay for the feasibility study prior to an agreement upon the enrollment. The dispute between Belmont and the Minuteman school district remains unresolved. Belmont has made a request to meet with the MSBA in an effort to resolve the dispute and to ensure that the full amount of the feasibility study funds are not spent until the member towns can agree on the scope of the project.

**Recommendations**

**Recap of Prior Year Recommendations**

Recommendation	Status
Complete enrollment study	No progress has been made and both a 435 and 800 student enrollment are presently being studied.
Address non-member and post-graduate enrollments	A task force has rendered a preliminary report studying the marginal cost of out of district students indicating a benefit to the district, at least on a marginal basis. The task force was clear, however, that its analysis could not be taken as justification for sizing a new school to admit a significant number of out of district students.
Continue exploring admitting new Towns to the District	The DESE has authorized a \$50,000 grant to study the sustainability of the district under its present 16 member agreement. Belmont has a representative on an ad hoc committee charged with amending the regional agreement with a view to, among other things, making the revised agreement more attractive for new towns to join the district.

## FY 2014 Recommendations

Recommendation	Rationale
<p>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</p>	<p>It is wasteful of public funds to proceed with a study through schematic drawings and working drawings without assurances that the final construction funding will have the necessary unanimous approval of the member towns</p>
<p>Either revise the existing Minuteman district agreement addressing such issues as proportional voting, incurring of debt and allocation of capital expenditures both among members of the district and non-member cities or towns or dissolve the district agreement and reconstitute a new Minuteman district among such municipalities that choose to join</p>	<p>There is a growing consensus that the present Minuteman district agreement is unsustainable. It must either be revised with governance that is acceptable to the member towns or dissolved and reconstituted by special act of the legislature with cities and town willing in the form of a new agreement to combine to provide regional vocational and technical training</p>

## EDUCATION

### Budget and Staffing Summary

Funding Source	FY2013		FY2014		% Change	
	FTEs	Budget	FTEs	Budget	FTEs	Budget
<b>General Fund</b>	437.16	\$ 43,068,492	439.47	\$ 44,349,100	+ 0.5%	+ 3.0%
<b>Grants</b>	17.10	\$ 3,034,265	16.23	\$ 3,005,833	- 0.5%	- 0.9%
<b>Revolving Accounts</b>	31.19	\$ 2,905,657	34.33	\$ 3,309,602	+10.1%	+13.9%
<b>All Funding Sources</b>	<b>485.45</b>	<b>\$ 49,008,414</b>	<b>490.03</b>	<b>\$ 50,664,535</b>	<b>+ 0.9%</b>	<b>+ 3.4%</b>

### 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

In its FY2014 budget proposal, the School Department has provided program and line item detail, not only for its General Fund budget (87.5% of total funding), but also for Grant and Revolving Account funds. Because this detail has become available, the table that follows presents the FY2013 and FY2014 program allocations for both General Fund dollars and total funding. Also, it now includes three programs that are fully funded by Grants or Revolving Accounts – Food Services, METCO, and Adult Education. Data provided for each program include FTEs, budget dollars, and the program’s percentage of the total budget. (Note: The percentages included in the table **do not** represent increases from FY2013 to FY2014.)

Although the table does not indicate any dramatic changes in budget allocations from FY2013 to FY2014, there has been some shifting of financial resources among the programs.

- With respect to major program groupings, allocations have increased for Regular Instruction programs, by 0.6% for both General Fund dollars and total funding. Conversely, General Fund and total funding allocations have decreased for Operations (by 0.3%) and Leadership and Administration (by 0.2%), while total funding for Student & Instructional Services has decreased by 0.3%.
- Among individual programs, the most significant changes to budget allocations have occurred within the Regular Instruction programs: the English program’s allocation is up 0.3% for the General Fund and 0.2% for total funding; the allocation for Elementary Schools has increased by 0.4% and 0.3% respectively; and the Science program’s allocation has decreased by 0.3% in both instances.

Program/Budget Category	FY2013 Budget (GF only)			FY2013 Budget (All Funding)			FY2014 Budget (GF only)			FY2014 Budget (All Funding)		
	FTE's	Budget \$	Budge %	FTE's	Budget \$	Budget %	FTE's	Budget \$	Budget %	FTE's	Budget \$	Budget %
<b>Regular Instruction</b>												
English	24.10	1,676,171	3.9%	24.10	1,680,221	3.4%	24.85	1,841,545	4.2%	24.85	1,846,445	3.6%
Reading	8.87	705,347	1.6%	10.46	840,911	1.7%	8.15	715,030	1.6%	9.60	845,136	1.7%
Elementary	64.15	4,492,507	10.4%	64.15	4,492,507	9.2%	64.71	4,781,831	10.8%	64.71	4,781,831	9.4%
Fine Arts	1.30	102,152	0.2%	1.30	153,631	0.3%	1.30	106,462	0.2%	1.30	164,457	0.3%
Art	10.59	849,330	2.0%	10.59	849,330	1.7%	10.71	906,677	2.0%	10.71	906,677	1.8%
Music	9.83	790,965	1.8%	11.16	880,991	1.8%	9.94	783,609	1.8%	11.44	892,414	1.8%
Theater Arts	-	6,200	0.0%	-	6,200	0.0%	-	-	0.0%	-	-	0.0%
Kindergarten	10.50	717,308	1.7%	30.00	1,478,733	3.0%	10.10	733,401	1.7%	31.60	1,654,104	3.3%
Math	25.00	1,818,072	4.2%	25.00	1,822,122	3.7%	24.55	1,846,488	4.2%	24.55	1,851,388	3.7%
Physical Education	7.45	518,800	1.2%	7.45	518,800	1.1%	7.45	545,353	1.2%	7.45	545,353	1.1%
Science	27.20	1,997,376	4.6%	27.20	1,997,376	4.1%	24.75	1,938,061	4.4%	24.75	1,938,061	3.8%
Health Education	2.40	142,417	0.3%	2.40	142,417	0.3%	2.40	153,320	0.3%	2.40	153,320	0.3%
Technology Education	1.85	129,309	0.3%	1.85	129,309	0.3%	2.00	154,332	0.3%	2.00	154,332	0.3%
Social Studies	25.00	1,803,128	4.2%	25.00	1,803,128	3.7%	25.05	1,871,923	4.2%	25.05	1,871,923	3.7%
Foreign Language	16.20	1,220,418	2.8%	16.20	1,220,418	2.5%	17.40	1,355,785	3.1%	17.40	1,355,785	2.7%
<b>Subtotal</b>	<b>234.44</b>	<b>16,969,500</b>	<b>39.4%</b>	<b>256.86</b>	<b>18,016,094</b>	<b>36.8%</b>	<b>233.36</b>	<b>17,733,816</b>	<b>40.0%</b>	<b>257.81</b>	<b>18,961,225</b>	<b>37.4%</b>
<b>Special Instruction</b>												
English Language Learners	3.85	183,221	0.4%	3.85	216,180	0.4%	4.79	260,248	0.6%	4.79	293,978	0.6%
Pre-Kindergarten	12.32	564,037	1.3%	14.12	699,160	1.4%	11.98	487,760	1.1%	14.78	725,630	1.4%
Special Education	83.93	8,550,822	19.9%	83.93	10,701,885	21.8%	87.29	8,804,675	19.9%	87.29	11,069,174	21.8%
<b>Subtotal</b>	<b>100.10</b>	<b>9,298,080</b>	<b>21.6%</b>	<b>101.90</b>	<b>11,617,225</b>	<b>23.7%</b>	<b>104.06</b>	<b>9,552,683</b>	<b>21.5%</b>	<b>106.86</b>	<b>12,088,782</b>	<b>23.9%</b>
<b>Student &amp; Instructional Services</b>												
Athletics	1.00	292,154	0.7%	1.00	730,386	1.5%	1.00	290,628	0.7%	1.00	732,455	1.4%
Student Activities	0.25	39,253	0.1%	0.25	113,015	0.2%	0.25	41,979	0.1%	0.25	96,119	0.2%
Food Service	-	-	0.0%	16.97	869,278	1.8%	-	-	0.0%	16.38	867,544	1.7%
Guidance	10.60	775,968	1.8%	10.60	775,968	1.6%	11.00	835,040	1.9%	11.00	835,040	1.6%
Psychological Services	6.73	463,157	1.1%	6.73	463,157	0.9%	6.73	485,897	1.1%	6.73	485,897	1.0%
Health Services	7.50	525,294	1.2%	7.50	525,294	1.1%	7.90	576,617	1.3%	7.90	576,617	1.1%
Library	5.65	281,136	0.7%	5.65	281,136	0.6%	5.64	217,791	0.5%	5.64	217,791	0.4%
Technology & AV	9.50	1,050,727	2.4%	9.50	1,050,727	2.1%	9.50	1,066,801	2.4%	9.50	1,066,801	2.1%
Curriculum Development	1.00	107,534	0.2%	1.80	171,381	0.3%	1.00	110,520	0.2%	1.80	178,995	0.4%
Staff Development	1.00	226,314	0.5%	1.00	249,648	0.5%	1.00	229,300	0.5%	1.00	240,985	0.5%
Substitutes	0.00	465,000	1.1%	0.00	465,000	0.9%	-	485,000	1.1%	-	485,000	1.0%
METCO	-	-	0.0%	6.00	503,256	1.0%	-	-	0.0%	5.83	509,256	1.0%
Adult Education	-	-	0.0%	0.00	25,000	0.1%	-	-	0.0%	-	20,000	0.0%
Transportation (Reg. Ed.)	0.00	90,000	0.2%	0.00	424,000	0.9%	-	91,800	0.2%	-	425,800	0.8%
<b>Subtotal</b>	<b>43.23</b>	<b>4,316,537</b>	<b>10.0%</b>	<b>67.00</b>	<b>6,647,246</b>	<b>13.6%</b>	<b>44.02</b>	<b>4,431,373</b>	<b>10.0%</b>	<b>67.03</b>	<b>6,738,300</b>	<b>13.3%</b>

Program/Budget Category	FY2013 Budget (GF only)			FY2013 Budget (All Funding)			FY2014 Budget (GF only)			FY2014 Budget (All Funding)		
	FTE's	Budget \$	Budget %	FTE's	Budget \$	Budget %	FTE's	Budget \$	Budget %	FTE's	Budget \$	Budget %
<b>Operations</b>												
Buildings & Grounds	6.45	796,664	1.8%	6.45	796,664	1.6%	6.60	814,950	1.8%	6.60	814,950	1.6%
Custodial Services	13.00	1,038,839	2.4%	13.00	1,038,839	2.1%	13.00	1,033,434	2.3%	13.00	1,033,434	2.0%
Utilities	0.00	1,659,175	3.9%	0.00	1,882,649	3.8%	-	1,604,048	3.6%	-	1,829,048	3.6%
<b>Subtotal</b>	<b>19.45</b>	<b>3,494,678</b>	<b>8.1%</b>	<b>19.45</b>	<b>3,718,152</b>	<b>7.6%</b>	<b>19.60</b>	<b>3,452,432</b>	<b>7.8%</b>	<b>19.60</b>	<b>3,677,432</b>	<b>7.3%</b>
<b>Leadership &amp; Administration</b>												
Building Administration	31.23	1,861,094	4.3%	31.23	1,861,094	3.8%	30.23	1,913,286	4.3%	30.23	1,913,286	3.8%
Central Administration	8.70	868,715	2.0%	9.00	888,715	1.8%	8.20	831,378	1.9%	8.50	851,378	1.7%
Legal Services	0.00	165,000	0.4%	0.00	165,000	0.3%	-	169,950	0.4%	-	169,950	0.3%
School Committee	0.00	17,700	0.0%	0.00	17,700	0.0%	-	17,700	0.0%	-	17,700	0.0%
<b>Subtotal</b>	<b>39.93</b>	<b>2,912,509</b>	<b>6.8%</b>	<b>40.23</b>	<b>2,932,509</b>	<b>6.0%</b>	<b>38.43</b>	<b>2,932,314</b>	<b>6.6%</b>	<b>38.73</b>	<b>2,952,314</b>	<b>5.8%</b>
<b>Allowances &amp; Benefits</b>												
Contractual Allowances	0.00	249,566	0.6%	0.00	249,566	0.5%	-	166,517	0.4%	-	166,517	0.3%
Fringe Benefits	0.00	5,827,622	13.5%	0.00	5,827,622	11.9%	-	6,079,965	13.7%	-	6,079,965	12.0%
<b>Subtotal</b>	<b>0.00</b>	<b>6,077,188</b>	<b>14.1%</b>	<b>0.00</b>	<b>6,077,188</b>	<b>12.4%</b>	<b>-</b>	<b>6,246,482</b>	<b>14.1%</b>	<b>-</b>	<b>6,246,482</b>	<b>12.3%</b>
<b>Grand Total</b>	<b>437.16</b>	<b>43,068,492</b>	<b>100.0%</b>	<b>485.45</b>	<b>49,008,414</b>	<b>100.0%</b>	<b>439.47</b>	<b>44,349,100</b>	<b>100.0%</b>	<b>490.03</b>	<b>50,664,535</b>	<b>100.0%</b>

- The changes to FTE allocations differ somewhat from the budget allocations. Regular Instruction programs show a 1.08 decrease in General Fund positions, although total FTEs (all funding sources) are increasing by 0.95, and Special Instruction programs, which exhibited minimal change in budget allocation, are increasing by 3.96 and 4.96 FTEs respectively. More consistent is the change to Leadership and Administration programs, where FTEs have decreased by 1.5 due to a reduction in Central Administration secretarial FTEs and the elimination of lunch aides at the middle school.

### Expense Analysis – Major Line Item Changes

The FY2014 budget proposal represents a 3.4% increase over last year’s budget, or 3.0% if one considers only the General Fund. (The comparable increase for the rest of the town departments is 2.6%.) The previous section described the changes to program budget allocations. The following table summarizes the changes to major line item categories. (Note that this table reflects all funding and not just General Fund dollars.)

Line Item Category	FY2013 Budget	FY2014 Budget	% Change
<b>Personnel Costs</b>			
FTEs	485.45	490.03	0.94%
Salaries	\$29,189,796	\$30,772,276	5.42%
Stipends	\$451,584	\$457,709	1.36%
Fringe Benefits	\$6,130,686	\$6,394,544	4.30%
Contract Allowances	\$249,566	\$166,517	-33.28%
Substitutes	\$465,000	\$485,000	4.30%
<b>Total Personnel Costs</b>	<b>\$36,486,632</b>	<b>\$38,276,047</b>	<b>4.90%</b>
<b>Non-Personnel Costs</b>			
Contract Services	\$ 1,011,905	\$ 1,024,865	1.28%
Legal Services	\$165,000	\$ 169,950	3.00%
Technology	\$542,479	\$ 521,229	-3.92%
Equipment & Supplies	\$1,339,576	\$ 1,317,024	-1.68%
Textbooks/Other Books	\$53,088	\$ 47,588	-10.36%
Out-of-District Placements	\$5,352,522	\$ 5,287,522	-1.21%
Transportation	\$1,520,486	\$ 1,565,320	2.95%
Facilities Maintenance/Repair	\$315,502	\$ 315,502	0.00%
Utilities	\$1,882,649	\$ 1,829,048	-2.85%
<b>Total Non-Personnel Costs</b>	<b>\$12,521,782</b>	<b>\$ 12,388,489</b>	<b>-1.06%</b>

*Note: The individual cost lines do not sum to the totals provided, as not all line item categories are listed.*

With respect to individual line items, the proposed School Department budget contains 100 items (out of a total of 816 across the three funding streams) that are changing – either increasing or decreasing -- by at least 5% and \$5,000 or are greater than \$5,000 in FY2014 after having received no funding in FY2013. The 15 line items included in the table below represent the largest such changes in absolute terms, ranging from \$181,961 for Wellington Elementary School Teachers to \$60,315 for Middle School Special Education Teachers.

Line Item (Funding Source)	FY2013 Budget	FY2014 Budget	Percent Increase	Explanation
Wellington Elementary Teachers (GF)	\$ 1,126,399	\$ 1,308,360	16.2%	2.0 Add'l. FTE; Sal. Incr.
Middle School English Teachers (GF)	\$ 743,938	\$ 872,355	17.3%	1.25 Add'l FTE; Sal. Incr.
MS Social Studies Teachers (GF)	\$ 764,334	\$ 885,767	15.9%	1.25 Add'l FTE; Sal. Incr.
MS Special Education Aides (GF)	\$ 352,393	\$ 457,910	29.9%	4.0 Add'l. FTE; Sal. Incr.
Wellington Kindergarten Tchrs. (RV)	\$ 91,636	\$ 196,948	114.9%	1.7 Add'l. FTE; Sal. Incr.
Pre-Kindergarten Teachers (RV)	\$ 108,978	\$ 211,798	94.3%	1.0 Add'l FTE; Sal. Incr.
High School Librarian (GF)	\$ 101,694	\$ 0	-100.0%	Ret - Repl. with Aide
High School Science Teachers (GF)	\$ 957,525	\$ 863,361	-9.8%	2.2 FTE Reduction
English Language Learner Tchrs. (GF)	\$ 102,496	\$ 193,278	88.6%	1.4 Add'l FTE; Sal. Incr.
Contract Allowance – Bargaining (GF)	\$ 127,841	\$ 44,867	-64.9%	Bargaining Completed
Pre-K Special Education Teachers (GF)	\$ 360,088	\$ 277,398	-23.0%	1.0 FTE Reduction
High School Heating Fuel (GF)	\$ 484,083	\$ 411,605	-15.0%	Conversion to Nat. Gas
HS Foreign Language Teachers (GF)	\$ 621,142	\$ 692,148	11.4%	1.0 Add'l FTE; Sal. Incr.
MS Foreign Language Teachers (GF)	\$ 509,097	\$ 571,229	12.2%	0.2 Add'l FTE; Sal. Incr.
MS Special Education Teachers (GF)	\$ 587,653	\$ 647,968	10.3%	Salary Increase

#### Potential Adds and Cuts to Proposed Budget

Regarding potential additions to the FY2014 budget, the Department has not specified a list of budget items that it would necessarily fund with any additional revenues that became available, but has identified several initiatives that it cannot fund within existing budget constraints. Included among these are:

- Full implementation of a new mathematics curriculum, estimated at \$200,000 (a partial implementation will be pursued using approximately \$57,000 from Town Education funds);
- Additional teaching staff to accommodate more fully the increasing enrollment levels and to implement the recommendations of the Class Size Advisory Group; and
- Additional support staff, including a School Resource Officer.

On the cuts side, the proposed Available Revenue Budget appears to be relatively lean, but there is one item within this budget that could potentially be reduced to free up funds for other purposes, especially in the fall when enrollment levels become clearer, and that is the salary cost estimates. The estimates included in Department budgets tend to be high, in that they assume current staff will remain in place for the entire year, when, in fact, both staff turnover and leaves of absence will occur, and replacement staff and substitutes are likely to receive lower compensation. This is especially true in the case of many Unit A members who, if they remain, will move up the step-and-lane advancement grid.

When combined with bargaining and non-bargaining contract allowance dollars that are included in the budget to cover merit or other potential raises, these estimates have tended to be higher than actual expenditures.

- During the last three years for which expenditure data are available (FY10-12), budgeted salary and allowance dollars exceeded actual expenditures by \$213,000 per year, despite the fact that, in FY11 and 12 alone, actual FTEs exceeded budgeted positions by 14. At the same time, the cost for substitute teachers exceeded budgeted amounts by an average of \$125,000 per year, resulting in excess salary dollars of \$88,000.
- This year, the Department has added eight unbudgeted positions. As of 3/31/13, salary accounts are projected to have a combined positive EOY balance of \$85,000, however, the substitute teacher account is expected to have a \$231,000 deficit, leading to a combined shortfall of \$146,000. It is estimated that this amount will be made up via surpluses in other budget accounts.

## Special Analyses

### ***Administrative/Overhead Expenses***

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 24.3% of the proposed FY2014 Available Revenue Budget, a decrease of 1.3% from the number reported last year. This reduction is due both to an increase in classroom teaching staff and to the inclusion this year of Grants and Revolving Accounts funds, which are more narrowly focused on direct educational services and contain only 19.7% administrative costs. (The General Fund number this year is 24.9%.)

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

This year, the School Department has 149 part-time employees, down from 156 last year. Of these, 95 work 20 or more hours per week, and are therefore eligible for health insurance, and 76 work 25 or more hours weekly, making them also eligible for retirement pensions. (The comparable numbers in FY2012 were 105 and 81 respectively.) 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 – FY2013</b>						
<b>Position</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/Other Professional Staff	2	7	9	2	6	2
Instructional Aides, Tutors		9	5	57		
Administrators			1			
Secretarial Staff		1				
Clerical Aides		3		2		
Lunch Aides		16				
Cafeteria Staff		16	4	5	2	
<b>Totals</b>	<b>2</b>	<b>52</b>	<b>19</b>	<b>66</b>	<b>8</b>	<b>2</b>

*Note: 53 of the 57 Aides listed above work 27 or more hours per week; full-time for these staff is 30 hours.*

### **Long-Term Growth**

The following table provides updated findings concerning long-term growth in student enrollment, teachers and other classroom staffing, and annual budgets for the period from FY2004 to FY2013, as well as estimates for FY2014. As in last year's report, these findings are drawn from a combination of School Department annual reports and, for the most recent years, the Department's detailed budget submissions.

The most notable finding from this year's analysis is the higher-than-expected growth in student enrollment, which has increased by 97 in FY2013 and is projected to increase significantly in FY2014 and beyond, and its impact on both long-term growth rates and student-teacher ratios. The table uses the Department's more conservative estimate of 50 for FY2014 enrollment growth – vs. the 103 estimated by the New England School Development Council (NESDEC) -- and the staffing and funding included in the proposed FY2014 Available Revenue Budget.

- By FY2014, enrollment is growing at an average annual rate of 1.0% overall, with regular class enrollment increasing by 1.27% per year and special education enrollment decreasing by 1.62% per year.
- Growth in the total number of teaching staff actually exceeds enrollment growth, averaging 1.32% annually; however, this higher growth rate is the result of increases in special education teachers. Average annual growth for regular instruction teachers is 1.01%, whereas special education teachers are increasing by 3.8% per year. As a result, by next year student-teacher ratios in regular classrooms will have increased by 0.41 over the ten years, from 15.94:1 in FY2004 to 16.35:1 in FY2014; in special education, the ratios will have decreased from 16.90:1 to 9.88:1.
- The use of instructional aides in both special education and regular classrooms, while decreasing somewhat in FY2014, will continue to result in lower overall ratios of students to classroom staff. In regular classrooms, a 15.70:1 ratio in FY2004 will decrease to 14.82:1 in FY2014; in special education, the comparable ratio will decrease from 7.09:1 to 3.43:1.
- Budget growth exceeds 4% annually, whether one looks only at the General Fund budget, which has increased at an average annual rate of 4.11% during the period since FY2004, or at total funding, including Grants and Revolving Accounts, which has averaged 5.16% growth annually.

The Warrant Committee recognizes that, while district-wide changes in student-to-teacher ratios have not been great (in fact, the ratios have decreased slightly this year), the enrollment increases are impacting the individual schools and grade levels differently, with the Wellington Elementary School being a prime example. In its budget submission this year, the Department has suggested that, because of this differential impact, and because a portion of the staff teaching in the elementary schools are specialists in art, music, and physical education and do not have their own classrooms, the kind of overall growth analysis presented here and in last year's Warrant Committee Report, which counts all teaching positions and applies a simple ratio to measure changes in staffing sufficiency, overstates the adequacy of existing teaching resources and is therefore misleading.

We believe our student-to-staffing ratios are valid measures for two reasons.

- First, measuring the overall student-to-teacher ratios is an appropriate way to gauge changes that may occur from year to year in the level of teaching resources (relative to enrollment) being funded through the Department's budget. Insofar as individual schools, grade levels, or classrooms are affected differently by enrollment growth, it is a result of how resources are allocated by the

### Long-Term Growth in Enrollment, Staffing, and Budget

	Fiscal Years											Total Growth	Avg. Ann. Growth
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014		
<b>Enrollment</b>													
Total Enrollment	3,727	3,715	3,696	3,733	3,760	3,862	3,957	3,937	3,968	4,065	4,115	10.41%	1.00%
Regular Instruction	3,335	3,280	3,251	3,293	3,345	3,476	3,604	3,632	3,662	3,737	3,782	13.41%	1.27%
Special Education	392	435	445	440	415	386	353	305	306	328	333	-15.07%	-1.62%
<b>Staffing</b>													
<b>Classroom Teachers</b>	<b>232.37</b>	<b>242.60</b>	<b>243.30</b>	<b>240.90</b>	<b>245.35</b>	<b>251.19</b>	<b>250.22</b>	<b>258.03</b>	<b>258.82</b>	<b>263.74</b>	<b>264.95</b>	<b>14.02%</b>	<b>1.32%</b>
Regular Instruction	209.17	219.65	218.95	216.90	220.35	224.07	222.10	226.93	226.02	231.04	231.25	10.56%	1.01%
Special Instruction	23.20	22.95	24.35	24.00	25.00	27.12	28.12	31.10	32.80	32.70	33.70	45.26%	3.80%
<b>Instructional Aides/Tutors</b>	<b>35.30</b>	<b>36.65</b>	<b>39.34</b>	<b>43.60</b>	<b>48.44</b>	<b>52.15</b>	<b>53.14</b>	<b>86.37</b>	<b>82.33</b>	<b>89.15</b>	<b>87.31</b>	<b>147.32%</b>	<b>9.48%</b>
Regular Instruction	3.19	2.95	3.20	3.15	3.07	7.38	3.26	19.65	25.92	27.70	24.02	652.98%	22.37%
Special Instruction	32.11	33.70	36.14	40.45	45.37	44.77	49.88	66.72	56.42	61.45	63.29	97.09%	7.02%
<b>All Classroom Staff</b>	<b>267.67</b>	<b>279.25</b>	<b>282.64</b>	<b>284.50</b>	<b>293.79</b>	<b>303.34</b>	<b>303.36</b>	<b>344.40</b>	<b>341.15</b>	<b>352.89</b>	<b>352.26</b>	<b>31.60%</b>	<b>2.78%</b>
Regular Instruction	212.36	222.60	222.15	220.05	223.42	231.45	225.36	246.58	251.94	258.74	255.27	20.21%	1.86%
Special Instruction	55.31	56.65	60.49	64.45	70.37	71.89	78.00	97.82	89.22	94.15	96.99	75.35%	5.78%
<b>All Department Staff</b>	<b>380.09</b>	<b>394.97</b>	<b>400.72</b>	<b>403.90</b>	<b>414.52</b>	<b>424.14</b>	<b>422.84</b>	<b>482.43</b>	<b>483.30</b>	<b>493.41</b>	<b>490.03</b>	<b>28.92%</b>	<b>2.57%</b>
<b>Student-Staffing Ratios</b>													
<b>Student-Teacher</b>	<b>16.04</b>	<b>15.31</b>	<b>15.19</b>	<b>15.50</b>	<b>15.33</b>	<b>15.37</b>	<b>15.81</b>	<b>15.26</b>	<b>15.33</b>	<b>15.41</b>	<b>15.53</b>		
Regular Instruction	15.94	14.93	14.85	15.18	15.18	15.51	16.23	16.00	16.20	16.17	16.35		
Special Instruction	16.90	18.96	18.28	18.33	16.60	14.23	12.55	9.81	9.33	10.03	9.88		
<b>Student-All Classroom Staff</b>	<b>13.92</b>	<b>13.30</b>	<b>13.08</b>	<b>13.12</b>	<b>12.80</b>	<b>12.73</b>	<b>13.04</b>	<b>11.43</b>	<b>11.63</b>	<b>11.52</b>	<b>11.68</b>		
Regular Instruction	15.70	14.73	14.63	14.96	14.97	15.02	15.99	14.73	14.54	14.44	14.82		
Special Instruction	7.09	7.68	7.36	6.83	5.90	5.37	4.53	3.12	3.43	3.48	3.43		
<b>Student-Department Staff</b>	<b>9.81</b>	<b>9.41</b>	<b>9.22</b>	<b>9.24</b>	<b>9.07</b>	<b>9.11</b>	<b>9.36</b>	<b>8.16</b>	<b>8.21</b>	<b>8.24</b>	<b>8.40</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>\$41.584</b>	<b>\$43.068</b>	<b>\$44.349</b>	<b>49.55%</b>	<b>4.11%</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>\$47.199</b>	<b>\$49,008</b>	<b>\$50.665</b>	<b>65.36%</b>	<b>5.16%</b>

Notes: Enrollment, staffing, and budget totals for FY04-10 are taken from Annual Reports; totals for FY11-14 from School Department budget documentation.

All enrollment counts exclude Special Education out-of-district placements.

Because ELL students are in the regular education student population, ELL teachers and tutors are similarly included in the regular instruction staffing counts.

The 59.6 FTE increase in total staffing indicated in FY2011 appears to reflect both an increase in the classroom staffing included in this table (+41 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.

Department. Just how the Department chooses to allocate its resources or what instructional model it employs to teach its students is not at base an issue of school funding.

- Second, the available data concerning teacher assignments since 2004 indicate that the current model of employing specialized teachers for art, music, and physical education in the elementary schools has been in place throughout the ten-year period being reviewed. Thus, the ratios provided here depict each of the measured years in the same manner. (It should be remembered that our analysis does not attempt to evaluate staffing ratios against any established standard, but only to measure the extent to which these ratios have changed over time.)

### **Observations**

The most noteworthy aspect of FY2013 School Department operations concerns student enrollment. The enrollment growth experienced this year (97 students) and expected next year (estimated to be between 50 and 103 students) has clearly posed a challenge to the Department as it tries to maintain what it considers appropriate resource levels and classroom sizes. In addition, there are some indications that this trend may continue. The long-term forecast provided by NESDEC suggests significant annual increases during the next ten years, although the projected increases level off after next year: they predict an increase of 103 students in FY2014, whereas during the subsequent nine years their forecast is for average annual growth of just over 39.

Looking at the near term, the Department has been able to respond to the enrollment increases by adding resources. For FY2013, it added five teaching positions not included in its original budget, and eight positions overall. For FY2014, the proposed budget funds one more teaching position, although the total staffing count is reduced by 3.4. In addition, the Department is currently exploring ways to modify the instructional models it employs, especially at the Chenery Middle School, in order to create greater flexibility in class assignments and achieve a more even distribution of students.

Much of the concern about FY2013 and FY2014 enrollment levels has focused on the four elementary schools, both because these grades have experienced the largest increases this year (57 of the 97 total for the district) and because small class sizes are considered particularly critical for young students. The following table assesses FY2013 enrollment levels for each of the four schools, comparing them to both the Class Size Guidelines developed by the School Committee several years ago and the cap of 25 students per classroom that the Department has identified as a level above which educational quality will suffer.

These numbers suggest several factors that the School Department can consider as it prepares to accommodate further increases in FY2014.

- Both the Wellington and Winn Brook schools have grades that exceed the School Committee guidelines: the Wellington exceeds these levels, by an average of 5.5 students, across all grades except kindergarten; the Winn Brook exceeds only for the 1st grade, by 2 students. (Note also that the Butler School's 2<sup>nd</sup> grade classrooms are at the maximum guideline of 23). Compared to the student cap, the current 3<sup>rd</sup> and 4<sup>th</sup> grades at the Wellington are the only instances where enrollment exceeds 25, in each case by 1 student in total across all classrooms.
- The remainder of the individual school grades show some capacity for growth: applying the guidelines, this additional capacity ranges from a low of 1 (Burbank kindergarten, Winn Brook kindergarten and 3<sup>rd</sup> grade) to a high of 14 (Butler 3<sup>rd</sup> and 4<sup>th</sup> grades, Winn Brook 4<sup>th</sup> grade); using the student cap, the range becomes 1 (Wellington 1<sup>st</sup> grade) to 21 (Wellington kindergarten).

School	Measure	Grade Level				
		K	1	2	3	4
Burbank	Total Enrollment	65	65	62	68	66
	Average Class Size	21.67	21.67	20.67	22.67	22.00
	Add'l. Capacity within Guideline	1	4	7	4	6
	Add'l. Capacity within Cap (25)	10	10	13	7	9
Butler	Total Enrollment	62	67	69	82	58
	Average Class Size	20.67	22.33	23.00	20.50	19.33
	Add'l. Capacity within Guideline	4	2	0	14	14
	Add'l. Capacity within Cap (25)	13	8	6	18	17
Wellington	Total Enrollment	104	124	95	101	101
	Average Class Size	20.80	24.80	23.75	25.25	25.25
	Add'l. Capacity within Guideline	6	-9	-3	-5	-5
	Add'l. Capacity within Cap (25)	21	1	5	-1	-1
Winn Brook	Total Enrollment	87	94	87	95	82
	Average Class Size	21.75	23.50	21.75	23.75	20.50
	Add'l. Capacity within Guideline	1	-2	5	1	14
	Add'l. Capacity within Cap (25)	13	6	13	5	18
Totals	Total Enrollment	318	350	313	346	307
	Average Class Size	21.20	23.33	22.36	23.07	21.93
	Add'l. Capacity within Guideline	12	-5	9	14	29
	Add'l. Capacity within Cap (25)	57	25	37	29	43

Source: Belmont School Department Official Enrollment for year 2012-2013, dated October 1, 2012.

Maximum guidelines established by Belmont School Committee are 22, 23, 23, 24, and 24 respectively for grades K-4.

- Using current enrollment in grades K-3 as a baseline for grade 1-4 enrollment in FY2014 (for obvious reasons, there is no comparable baseline for kindergarten enrollment), and assuming for the moment no additions or subtractions, several changes can be seen. First, grade 1-4 enrollment across the four schools shows an increase of 11 students, with 318 current kindergarten students replacing 307 4<sup>th</sup> graders. Second, the most obvious jump in enrollment occurs in the Wellington second grade, where 124 students replace 95; the Department's proposed budget adds a 2<sup>nd</sup> grade classroom to accommodate this increase. Third, the only other major increase is at the Butler, where 4<sup>th</sup> grade enrollment increases by 24; since 82 is an unusually high enrollment at this school, it seems possible that this increase might be accommodated by reassigning a 3<sup>rd</sup> grade teacher to the 4<sup>th</sup> grade. (This assumes that existing certifications and skill-sets support such a reassignment.)
- Finally, across the entire school district there is clearly some room for growth. The only instance where this is not true is the current 1<sup>st</sup> grade where enrollment is 5 students above the guidelines, although still 25 below the cap. All other grades have additional capacity, ranging from 9 to 29 vs. the guidelines and from 29 to 57 vs. the cap. Making full use of this capacity, of course, would require some rebalancing of the individual school enrollments, either by reassigning existing students next September, which would yield the most immediate impact, or by redirecting new enrollments to those schools with the capacity to accept them. Recognizing that redistricting can be disruptive to students and is a sensitive subject for many parents, the Department has taken the more conservative approach, implementing an enrollment freeze at the Wellington School.

If we look beyond FY2014, it is possible that increased student enrollment will continue to challenge the school district's capacity for some time to come. The most recent NESDEC forecast indicates that an additional 456 students will enter Belmont's school system by 2022. It is not clear, however, just how reliable this forecast is. For example, as noted earlier, it includes an estimate of 103 additional enrollees in FY2014 that the Department believes is too high. Furthermore, these estimates tend to be less reliable the further they look into the future. Two years ago, NESDEC forecasted FY2014 enrollment at 4,224; now it is predicting 4,168. For FY2020, the last year included in both forecasts, the discrepancy is larger: this year's forecast of 4,463 students is 282 lower than the earlier forecast of 4,745. This is not to suggest that the NESDEC forecasts should be disregarded, but only that some caution be exercised as the Department factors them into its long-term planning.

**Recommendations**

The objectives of the Warrant Committee's budget review are to analyze the major components of the School Department's budget, to understand those factors that contribute to budget growth, and to recommend steps that Department leadership might take to bring that growth more into line with Belmont's revenue growth. In this effort, we focus on ways to improve management information, to control major cost components like employee compensation and special education out-of-district placement costs, and to explore and, if appropriate, adopt more cost-effective instructional methods. Obviously, all of these strategies become even more critical in the face of significant enrollment growth.

**Recap: FY2013 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. Recommendations that were not implemented or otherwise resolved and are still pending are included in the subsequent discussion of FY2014 recommendations.

FY2013 Recommendation	Status / Follow-Up
Align Grant and Revolving Account line item detail with the General Fund.	Implemented in this year's Budget Book, with line item detail provided for both FY2013 and FY2014.
Establish sub-accounts for Special Education Out-of-District tuition and transportation line items in order to provide greater detail regarding the costs of component services.	The Department has agreed to this recommendation, stating that such detail would serve its purposes as well. Its Business Office and the School Committee's Financial Subcommittee are exploring ways to establish the recommended level of account detail, however, its primary financial information system (MUNIS) is difficult to modify, and at this point the Department expects that such refinements will take considerable time to accomplish. <i>(See further discussion below.)</i>
Conduct evaluation of OOD/LABBB program costs for the past three years to develop detailed information regarding underlying cost dynamics (originally recommended in FY2012 report).	The recommended three-year analysis has not been completed. An internal audit of two years conducted in the fall of 2012 did not fully provide the cost detail requested. A recently released report from Walker Partnerships has provided some additional information, but also lacks detailed information about service costs. Important privacy concerns have been raised, and we continue to work with the Department to identify appropriate cost information that will not violate student confidentiality. <i>(See further discussion below.)</i>

FY2013 Recommendation	Status / Follow-Up
Continue efforts to constrain long-term salary growth by negotiating changes to the current Unit A salary advancement grid to reduce the number or size of step and/or lane increases (originally recommended in FY2012 report).	The Department did not address this issue in its last contract negotiations, as the Unit A contract for FY12-14 instituted 2% COLA increases for FY13 and FY14 and left the underlying step-and-lane advancement grid unchanged. This year, the Department has acknowledged that the step and lane system is unsustainable in its present form and has stated its intention to seek changes to this system in contract negotiations that begin next year. <i>(See further discussion below.)</i>
Implement new instructional models and/or classroom staffing strategies to achieve more cost-effective delivery of educational services (originally recommended in FY2012 report).	For several years, the Department has used increasing numbers of instructional aides in elementary grades. Further, this year's budget submission expresses a commitment to adopting more cost-effective instructional models, so long as they do not impair educational quality, and references several "innovation pilots" currently underway. At this point, however, it is unclear whether either of these approaches will have a measurable impact on class sizes, the number of teaching staff required, or the Department's operating costs. <i>(See further discussion below.)</i>
Reconsider human resources consolidation.	The Department has declined to implement this recommendation, stating that HR requirements specific to the schools, including the new teacher evaluation system, make this an impractical suggestion. (An earlier 2010 effort to study HR consolidation was suspended when the school's HR position was reduced to part-time at 0.4 FTE, however, it was increased to 0.6 FTE in 2012 and is budgeted at 0.8 FTE for FY2014.)
Limit use of one-time revenues to non-recurring costs.	In principle, the Department stated its agreement that the use of one-time revenues to fund recurring operating costs is not good practice, but seems to leave open the possibility that such action could prove unavoidable (even if it is not sustainable), given current budgetary constraints. The issue of last year's use of one-time health insurance savings was not addressed.
Put legal services contract out to bid and/or consider consolidating the Department's legal services contract with that of the Town.	The Department has responded that its need for legal services, including those related to employee relations, arise even in non-contract years, and, further, that it believes the current legal services contract is the most cost-effective solution available, due, first, to the provider's competitive rates and, second, to their familiarity with Department policies and practices, and thus the nature of its legal services requirements. No response was made concerning a potential consolidated legal services arrangement to serve both town and school needs.

FY2013 Recommendation	Status / Follow-Up
Establish procedures and approval criteria for accessing monies from the Special Education Stabilization Fund.	As the Department stated in this year’s budget submission, the Warrant Committee’s Education Subcommittee is working with the Department to develop the procedures to be followed by the Department to request Stabilization Fund monies and the criteria to be applied by the Warrant Committee in evaluating such a request for its report to Town Meeting. In designing these procedures and approval criteria, our objectives are to establish clear definitions of the kinds of services or activities that might be supported by the Fund, as well as to define financial reporting requirements that will ensure that these funds are accessed only when other internal funding options have been exhausted. <i>(See further discussion below.)</i>

**Recommendations for Fiscal Year 2014**

**Implement Changes to Constrain Long-Term Salary Growth:** Employee salaries are the largest single component of School Department costs, accounting for over 60% of total costs in the Department’s proposed FY2014 budget. Salary increases are therefore a major determinant of overall budget growth; while the FY2014 Available Revenue Budget represents a 3.4% increase over the FY2013 budget, combined salaries are increasing by 5.4%. Such increases in employee compensation virtually guarantee that school budget growth, which has averaged more than 4% annually for the past ten years, will consistently outpace the tax increases sanctioned by Proposition 2 ½.

During the last several years, as the Warrant Committee has reviewed School Department compensation growth, we have focused primarily on the employees belonging to Bargaining Unit A, which includes teachers and other professional staff. In FY2013, these employees account for 59.4% of all Department FTEs and 71.5% of total salaries. Their compensation package is also the most inflationary; even in the absence of any negotiated cost-of-living increases (2% in FY2013 and FY2014), the Unit A’s step-and-lane advancement grid provides for annual “step” increases averaging 4.2% during the first 14 years of employment, as well as “lane” increases, ranging from 1.5% to 5.6%, that are granted based on graduate credits or degrees earned.

As noted by the Department in its budget submission this year, such salary growth is unsustainable. Absent real reform, this growth will continue to place tremendous pressure on the Department’s budget and is likely to require some combination of service cuts, including reductions to both personnel and non-personnel accounts, and revenue increases, in the form of an operating override, increased student fees, and/or the development of new revenue sources. The Warrant Committee is encouraged by the Department’s stated intention to seek changes to the Unit A compensation system in next year’s contract negotiations. While we agree that achieving agreement to any changes to the existing compensation scheme will be tremendously difficult, it has, in our view, become necessary.

**Generate More Detailed Information Regarding Out-of-District Placement Costs:** The Warrant Committee has been encouraging the Department to develop more detailed information concerning the cost components within its out-of-district tuition and transportation accounts. Currently its budgets and expenditure reports contain only five General Fund line items for these costs – 4 for tuitions (MA Public, Out-of-State, Private, and LABBB) and one for student transportation. The Department has asserted that it is unlikely that these costs will continue to be the major drivers of budget growth they have been in the past, however, at \$6,190,222 they remain a significant component of both the Special Education

budget (56%), and the Department's total budget (12.3%), and we believe greater accounting detail is needed to understand the dynamics underlying these costs.

These line items encompass a variety of service costs: the amounts recorded as tuitions may include, besides base tuitions, such ancillary service providers as nurses, behavioral therapists, speech and language therapists, instructional aides and tutors, counselors, and physical and occupational therapists; and transportation charges may include monitors required for students with behavioral issues. We are asking the Department to provide greater detail regarding these costs by undertaking two initiatives:

- Modify its accounting systems and practices to create sub-accounts that will provide line item detail for the costs that comprise the tuition and transportation categories routinely; and
- In order to begin providing this information more quickly, review the past three years of invoices for out-of-district tuitions and transportation services, identifying for each the placement type and the detailed component service costs.

The preceding table summarizes the Department's progress to date in implementing these recommendations. It seems clear that system modifications to implement the new sub-accounts will take some time to accomplish, and we encourage the School Department and the School Committee's Finance Subcommittee to continue their efforts.

With respect to current costs, two initiatives -- an internal review of FY2011-2012 costs and a study of FY2013 costs conducted by Walker Partnerships -- have shed additional light on the relative costs of Private, MA-Public, and LABBB placements. For example, Walker has reviewed tuition costs for each current year placement and determined that annual LABBB tuitions, averaging \$51,724, are \$6,600 lower than tuitions for other collaborative placements (the MA-Public category) and \$6,800 lower than private tuitions. However, like the internal analysis, the Walker study does not provide the kind of detailed service cost information that would enable the Department to determine what factors drive these cost differences. It is possible that the differential cost Walker has identified is due to MA-Public and Private placements' providing a wider array of services or different services. We cannot tell from the data collected thus far.

The Warrant Committee understands that Special Education services are mandated and that the Department has limited ability to control placement costs. We are also aware that individual placement decisions must be based solely on what placement/services will best meet a child's educational needs. We nevertheless believe that, besides providing greater transparency regarding the expenditure of public funds, a greater knowledge of detailed service costs can have value to the Department when selecting from equally appropriate service options

Finally, the Department has raised appropriate concerns about disclosing individual student-level information, and we recognize that it has an obligation to protect each student's privacy. Our objective is to work with the Department to devise a method to collect aggregate service data than can improve program management without violating the confidentiality of student records.

***Implement New Instructional Models and/or Staffing Strategies to Reduce Costs:*** As noted above, over 70% of salary costs are attributable to Unit A employees, the vast majority of whom are classroom teachers. Given the relatively high costs associated with these positions, and with traditional classroom instruction generally, this Committee has encouraged the Department to consider alternate staffing patterns and instructional models that might improve the cost-effectiveness of its programs. To date, it is still unclear whether significant cost-savings are possible or if strategies to achieve such savings are in fact being implemented.

With respect to staffing, the Warrant Committee is not qualified to make judgments about the educational impact of using aides, but their use in regular classrooms would seem to offer a cost-effective way to accommodate higher class sizes. Whether cost savings would actually be achieved would depend on the relationship between the marginal cost of adding a classroom to address increased enrollment and that of hiring sufficient aides to enable existing classrooms to accommodate the new students. There are many factors to consider, including the size of the enrollment increase, the number of classrooms that a single aide could support, and the extent to which such aides would be benefits-eligible; however, given the difference between the average salary for teachers (\$71,650) and classroom aides (\$20,600), it seems likely that such a strategy could be successful in many instances.

We have noted in the past the Department's increased use of instructional aides assigned to regular classrooms (from 3.26 ELL staff in FY2010 to 27.7 total positions in FY2013). Many of these aides work in kindergarten classes; more recently, they have been assigned to assist teachers with increased enrollments in grades 1-4 at the Wellington School. Unfortunately, however, the Department has indicated that four of these aide positions will be eliminated next year to fund an additional classroom/teaching position and a part-time assistant principal.

Modifying instructional models can take many forms. This year a Class Size Advisory Group was appointed by the Department to consider ways to respond to increased enrollment. In its February 2013 report, in addition to recommending the hiring of 2 additional teachers each at the Wellington and Middle Schools, this group recommended that the Department consider redesigning the instructional models employed at the Middle School, including the establishment of multi-grade-level classrooms, in order to improve flexibility in student class assignments and distribute students more equitably. It was also recommended that the Department look for opportunities to reallocate resources across the school district to reflect variations in enrollments. We support these recommendations as cost-effective responses to growing enrollments.

In addition to staffing realignments, we have encouraged the implementation of new technologies to capitalize on regional or other remote learning resources, as such innovations would seem to offer potential for maintaining or even expanding the educational offerings available to Belmont students while at the same time reducing the costs associated with the more traditional classroom model. The Department has provided information on three technology-based pilots currently in the planning or implementation stages and involving student use of iPads both to support classroom instruction and to expand students' ability to conduct independent research.

Again, although such innovative use of technology is exciting and offers clear potential to enrich the educational environment, there is no evident relationship between such innovations and cost reduction. The Department describes these pilots as cost-effective methods to improve the student's educational experience. However, there is a clear difference between using cost-effective technologies to achieve educational enrichment objectives, which, however efficient, will add cost, and the implementation of technology-based learning to replace more traditional and labor-intensive methods. Beyond the laudable goal of using technology to improve student performance and outcomes, the Warrant Committee encourages continued exploration of new approaches that can also improve the overall cost-effectiveness of Department programs.

***Establish Special Education Stabilization Fund Procedures:*** As noted in the preceding table, the Education Subcommittee is working with the Department to develop procedures and approval criteria for accessing Stabilization Fund monies. Our objective in designing these procedures is to avoid criteria and a process that are either so demanding as to make the Fund essentially unavailable to the

Department, no matter how legitimate the need, or so relaxed or undefined that the Fund in effect becomes part of the Department's operating budget.

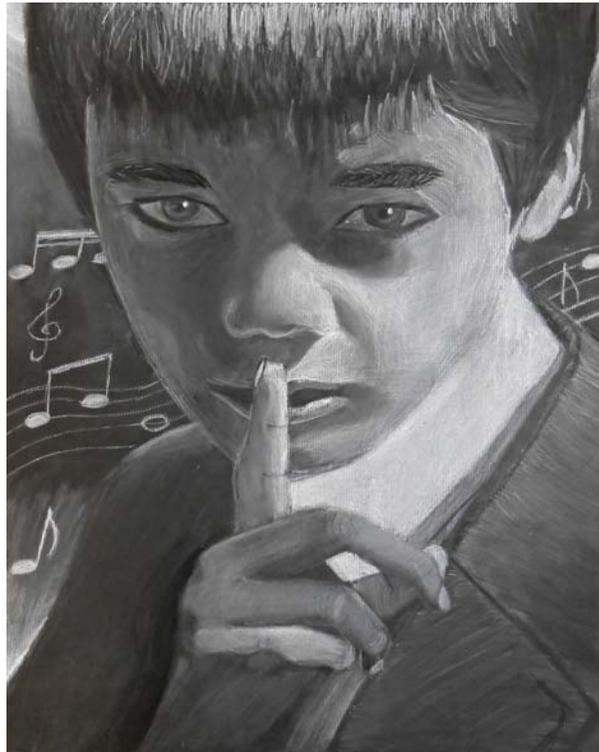
From our discussions with Department administrators, the Education Subcommittee has identified three elements that we consider essential to the proper administration of the Fund.

- **Approval Criteria:** The procedures must include a clear definition of the circumstances in which the appropriation of Fund monies might be warranted. In our view, required approval criteria include: (1) the expense in question must not have been included in the Department's budget; (2) it must also be of a type and/or size that could not reasonably have been anticipated by the Department in developing its budget; and (3) the Department must be able to establish that no other funds are available within its budget to cover the expense.
- **Prompt Notification:** The Department must alert the Warrant Committee's Education Subcommittee as soon as a potential need for a Stabilization Fund request is identified.
- **Budget Status Reports:** To enable the Warrant Committee to evaluate its request, the Department must, at the time of both the initial notification and the later submission of a request, provide financial reports that show the current status, including expenditures, encumbrances, and balances, of all Department budget accounts.

While the Warrant Committee will not have the same approval authority over Stabilization Fund appropriations that we have over appropriations from the Reserve Fund Account, but rather will only make recommendations to Town Meeting, these criteria are modeled on those that have been successfully used in administering the latter fund.

# BELMONT PUBLIC SCHOOLS

FY14 Budget (July 1, 2013–June 30, 2014)



Self Portrait, Nathanael Taylor, 7<sup>th</sup> grade, Chenery Middle School

## **BELMONT SCHOOL COMMITTEE**

Laurie Graham, *Chair*  
Anne Lougée, *Secretary*  
Kevin Cunningham  
Pascha Griffiths  
Elyse Shuster  
Laurie Slap

## **SCHOOL ADMINISTRATION**

Thomas S. Kingston, *Superintendent*  
Janice Darias, *Assistant Superintendent*  
Anthony DiCologero, *Director of Finance,  
Business, and Operations*

## To the Citizens of Belmont and Town Meeting Members

May 17, 2013

Our community views the Belmont Public School system as a prime asset to our town, one which continues to be one of the top performing districts in Massachusetts and provides a high level of educational outcomes and experiences for all our students. Expectations reflect the priorities of our citizens and the primary goal of the Belmont School Committee: preparing all students for post-secondary life, career, and life-long learning by providing them with the foundation to gain the 21<sup>st</sup> century skills they will need.

Our community expects the school system to be highly efficient. We operate with per-pupil costs below the state average, while striving to maintain program quality that meets or exceeds expectations. We continue to look for both cost savings and resource efficiencies that will not adversely affect quality.

This year our Finance Sub-Committee continued to work closely with school administrators, the Warrant Committee, the Board of Selectmen and Town Administrator addressing cost drivers, budget planning, and implementing long-term planning that will ensure predictable and sustainable funding for the community. Our newly formed Curriculum & Instruction Sub-Committee worked with Curriculum Directors to ensure that programmatic and instructional changes align with State Core Standards. We piloted several programs to investigate instructional programs and models that do not rely solely on technology nor that depend on current General Fund dollars. We also implemented the first phase of the new Educator Appraisal system and administered our second, recent Youth Risk Behavior survey.

In addition to continuing with initiatives such as long-range planning, for FY14 we will be implementing a new K-5 math program (with partial grant funding), continue security enhancements begun this year, review class size throughout the system, and engage in the search for a new, permanent

superintendent. Yes, Dr. Kingston has signed on for his last year here. We will keep the community apprised of our progress.

In April the Belmont School Committee voted to adopt the FY2014 General Funds budget of \$44,349,100 to bring before Town Meeting in June. This represents an increase of 2.97 % over FY 2013, and provides services essentially comparable to those in FY 2013 to our students. Once again, it does not include enhancements or supplemental considerations supported through use of General Funds. This budget is one that meets Available Revenue, but the future challenge for the School Committee and the community continues to be that of providing long-range planning to ensure successful, sustainable funding.

We are enormously grateful for support from the Foundation for Belmont Education, PTA and PTO groups, the many other Booster and “Friends of” organizations, the countless volunteer hours and wish-list donations to sustain our programs. Without this we would be hard-pressed to provide our students many of the essentials that cannot be addressed from the General Fund appropriation.

We are grateful for the deep commitment to education that our town leaders exhibit as well as the collaborative support that town and school staff provide to work through the budget process. We want to acknowledge dedication of all our school personnel and are grateful for the extraordinary efforts they make on behalf of our students.

We thank the citizens of Belmont, for your continued support for our schools and our community and look forward to our continued work with other town bodies to meet the needs and expectations of the town. We welcome questions, comments, or suggestions. Please contact Interim Superintendent, Dr. Kingston, at [tkingston@belmont.k12.ma.us](mailto:tkingston@belmont.k12.ma.us) or (617) 993-5401, or any School Committee member with your concerns. School Committee information is on our web page: <http://www.belmont.k12.ma.us/sc/members/>.

Laurie Graham, *Chair*

## **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.

## **FY14 SCHOOL DEPARTMENT INITIATIVES**

- Comprehensive long-range planning (School Committee, District Leadership Council, and BOS)
- Exploration and piloting of innovative instructional models (independent funding)
- Expansion of iPad instructional models (independent funding)
- Full implementation of new educator appraisal system
- Spring administration of the Youth Risk Behavior Survey
- Review of class sizes and control of elementary assignments / consideration of redistricting
- Continued alignment of curriculum to new National Core Standards
- Implementation of new K-5 mathematics program (with partial grant funding)
- Continuation of security enhancements and implementation of recommendations from special advisory group on safety and security
- Installation of solar panels on the Wellington School
- Conversion from oil to gas at Belmont High School
- Review and improvement of budget tracking systems
- Planning and implementing the search for a new superintendent

## DISTRICT HIGHLIGHTS AND ACHIEVEMENTS

### *College Attendance:*

- 98% of Belmont High School's Class of 2012 attends college.

### *Test Scores/Academic Achievement:*

- BPS earned a score of 92 (on a scale of 100) for progress on narrowing proficiency gaps from the Massachusetts Department of Elementary and Secondary Education based on MCAS scores in English/Language Art, Mathematics, and Science.
- All BHS students met or exceeded the MCAS requirements for graduation:
  - Physics – 96% scored proficient or advanced
  - Mathematics – 96% scored proficient or advanced
  - English/Language Arts – 99% scored proficient or advanced
- Of the 386 Belmont High School students who took 836 Advanced Placement examinations in 21 disciplines, 94% earned a score of 3, 4, or 5 for college-level credit. One hundred ninety-seven students earned an AP Scholar Award.
- Four BHS students were named as semi-finalists in the 2013 National Merit Scholarship Competition.

### *Language Arts:*

- Two BHS students were selected to attend the New England Young Writers Conference at Middlebury College in Vermont.
- One BHS student received a Gold Key and two Silver Keys in the Scholastic Art and Writing Awards for her poetry.
- Four BHS seniors were chosen on the strength of our program to serve as testers for the MIT Freshmen Essay Evaluation.
- One BHS student placed 5<sup>th</sup> overall and 3<sup>rd</sup> in the advanced level in the International China Bridge Speech Competition for non-native Chinese language speakers.

### *Mathematics:*

- The BHS Math Team finished 5<sup>th</sup> at the State Competition and qualified for the New England Competition.
- The CMS Math Team finished third in their division and had over 20 students competing regularly.
- The CMS lower school Math Team had two Nationally recognized students for outstanding performance in the Continental Math League with over 20 students attending regularly.
- Six BHS students and one CMS student qualified for the American Invitational Mathematics Exam (AIME).
- Four BHS students finished in the top 100, one in the top 20, in the state on the Massachusetts Mathematics Olympiad and qualified for the Level 2 Exam.
- One student will attend the American Regions Mathematics League competition at Penn State University.
- A record 518 students from both BHS and CMS participated in the American Mathematics Competition.

### *Science/Technology:*

- Three CMS students earned National Distinction, twelve additional CMS students made the National Honor Roll and seven grade 5/6 students earned National Certificates of Achievement for the AMC 8 Competition.
- Three BHS students earned "Honorable Mention" on the 2013 Biology Olympiad.
- A group of six 7<sup>th</sup> grade students competed in the Verizon Innovative App Challenge and won Best in State in the middle school category. They are now competing for Best in Nation.

### *Social Studies/Community Service:*

- Two BHS students placed second in the Massachusetts State Economics Challenge. They also placed 5<sup>th</sup> in the Harvard Economics Challenge (a national invitation competition).
- In the National History Day Competition, six projects competed at the district level; three of those projects were selected to continue to the State Competition; and one project was selected and is competing in the National Competition in Washington DC in June.
- BHS students have performed more than 31,000 hours of community service.

*Music:*

- Town of Belmont selected by the National Association of Music Merchants (NAMM) as one of the nation’s “Best Communities for Music Education.”
- Fifty-nine BHS students selected for participation in the Massachusetts Music Educators Association (MMEA) Northeast Senior District Band, Chorus, Orchestra and Jazz Ensemble Festival
- Twelve BHS students selected for participation in the MMEA All-State Band, Chorus, and Orchestra.
- Three BHS students selected for participation in the National Association for Music Education (NAfME, formerly MENC) All-Eastern Band, Chorus and Orchestra.
- Two BHS students selected for participation in the NAfME National Honors Orchestra.
- Eighteen BHS grade nine students accepted to the MMEA Northeast Junior District Band, Chorus and Orchestra.
- Forty-two CMS 6<sup>th</sup>-8<sup>th</sup> grade students accepted to the MMEA Northeast Junior District Band, Chorus and Orchestra

*Art:*

- Twenty-three BHS students received awards for art work submitted to the Boston Globe Scholastic Art Awards program.
- Twenty-three CMS students received awards for art work submitted to the Boston Globe Scholastic Art Awards program.
- One BHS student received an *American Vision* award for her artwork, as one of the top-five most outstanding in the state.
- Two CMS students received National Silver Medals in the Scholastic Art competition.
- One CMS student received a National Gold Medal in the Scholastic Art competition.

*Athletics:*

- The BHS Varsity Girls’ Soccer is the MIAA Division 2 North Champion
- The BHS Girls’ Swim Team is the Middlesex League Champion
- One BHS Student Athlete was named to the Boston Globe All Scholastic Team
- The Belmont High School Athletic Program received the MIAA District “B” Sportsmanship Award

*Travel:*

- BHS students have participated in performing and study tours to: Italy (Latin students), England (English students), Spain (rugby team); and New York City and Chicago (music students).
- BPS received funding from Earthwatch and the FBE to send two educators on a scientific expedition in Nova Scotia. While they were there, they blogged and Skyped with BHS students. Three BHS students will participate in the same scientific expedition in July, and will join with educators and community groups in the fall to apply what they’ve learned in a Community Action Project.

**ENROLLMENT IN FEE-BASED PROGRAMS (FY13)**

<b>Revolving Account</b>	<b>Total # of Participants</b>
BHS Athletic Revolving	982
CMS Athletic Revolving	436
Full-Day Kindergarten	314
Instrumental Music Revolving	489
BHS Fine & Performing Arts Revolving	189
Saturday Music Program	246
BHS Club Activities	153
	2,809

**CURRENT BELMONT PUBLIC SCHOOLS ENROLLMENT (5/1/13)**

	Pre	K	1	2	3	4	5	6	7	8	9	10	11	12	Subtotals 2013	Subtotals 2012
Wellington	25	21	24	24	24	25										
	13	21	23	23	24	25										
	13	21	26	23	24	25										
	24	22	25	23	26	25										
	75	20	24												75	80
	105	122	93	98	100									518	491	
Burbank		22	23	22	23	22										
		21	23	21	25	22										
		22	22	22	24	22										
		65	68	65	72	66									336	323
Butler		21	23	23	23	17										
		22	22	23	24	20										
		22	21	24	20	21										
		65	66	70	85	58									344	352
Winn Brook		22	24	21	22	21										
		22	23	22	23	21										
		23	23	22	24	21										
		22	23	21	23	21										
	89	93	86	92	84									444	447	
Chenery M.S.							327	297	320	302					1246	1213
Belmont H.S.											309	274	270	257	1110	1080
<b>TOTALS</b>	<b>75</b>	<b>324</b>	<b>349</b>	<b>314</b>	<b>347</b>	<b>308</b>	<b>1246</b>				<b>1110</b>					

<i>PRE</i>	<i>ELEMENTARY</i>	<i>SECONDARY</i>	<i>DISTRICT</i>	<i>DISTRICT</i>
75	1717	2356	4073	3986

**ENROLLMENT BY RACE / ETHNICITY (2012-13)**

<b>Race</b>	<b>% of District</b>	<b>% of State</b>
African American	3.9	8.6
Asian	14.7	5.9
Hispanic	3.7	16.4
Native American	0.0	0.2
White	72.3	66.0
Native Hawaiian, Pacific Islander	0.1	0.1
Multi-Race, Non-Hispanic	5.1	2.7

**SPECIAL POPULATIONS**

<b>Title</b>	<b>% of District</b>	<b>% of State</b>
First Language not English	15.4	17.3
Limited English Proficient	2.6	7.7
Low-income	7.0	37.0
Special Education	9.5	17.0
Free Lunch	5.6	32.1
Reduced Lunch	1.4	4.9

## SCHOOL DEPARTMENT BUDGET ASSUMPTIONS

### **Budget Assumption #1**

*If* the administrators, teachers, and governors of the Belmont Public Schools engage in systematic long-term strategic planning,

*Then* the resources, goals, and objectives that emerge will support continuous improvement and overall programmatic and fiscal stability within the system.

### **Budget Assumption #2**

*If* the Belmont Public School District hires well-prepared and diverse professionals, sustains continuous professional development by means of clear and coherent plans, and implements a successful educator evaluation system in line with new state standards,

*Then* students will receive instruction from consistently highly qualified educators who pursue the continuous improvement of their art.

### **Budget Assumption #3**

*If* the Belmont Public School District ensures continuity of the curriculum and compliance with state requirements, strives for higher standards in accord with community expectations, provides support for educators to experiment and innovate, and articulates clearly its instructional models,

*Then* students will be well-prepared for college and career.

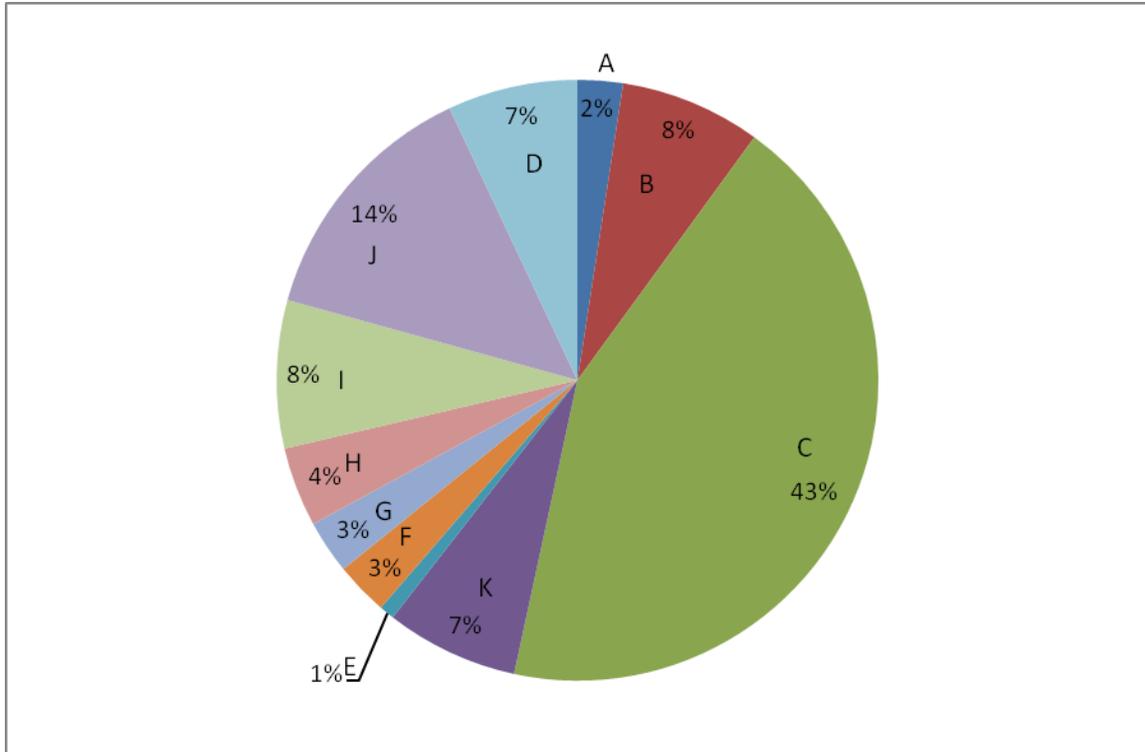
## TECHNICAL BUDGET ASSUMPTIONS FOR FY14

- Chapter 70 funding projection based upon the House mark (1.72% increase from FY13)
- General operations allocation based upon 58% to Schools, 42% to Town
- Both Town and Schools to draw from reserve fund (Schools portion = \$1.16M)
- Town pension benefit obligations to increase 6.7%
- Approximately \$150,000 reduction in personnel costs to meet available revenue target
- Use of one-time LABBB credits allows Special Education cost projection to remain constant
- Substantial savings in utilities in consequence of new gas line and new gas heating plant for Belmont High School
- All fees for fee-based programs will remain the same in FY14 as in FY13
- Athletic Revolving Account funding remains 60% fees, 40% operating funds for FY14
- Educational services remain essentially the same as those in FY13
- Overall student enrollment expected to increase by approximately 50 students
- No reductions in force
- All contractual salary obligations will be met
- New teaching positions or adjustments as necessary will be from budgeted funds
- Funding for the new K-5 math series derives from grants/contributions, not operating budget
- Ongoing long-range planning with emphasis on innovation with use of non-operating funds

**PROPOSED FY14 SCHOOL BUDGET (ALL FUNDING SOURCES)**

	FY13 BUDGET	FY14 BUDGET	CHANGE FY13-FY14	
GENERAL FUND	43,068,492	44,349,100	1,280,608	2.97%
GRANTS, REVOLVING, LABBB CREDIT	5,939,922	6,315,435	375,513	6.32%
TOTAL	49,008,414	50,664,535	1,656,121	3.38%

**DISTRIBUTION OF PROPOSED GENERAL FUND ALLOCATIONS  
FY14 Budget by Per-Pupil Spending Category (General Fund)**



	Function (DESE Categories)		FTE	\$	% of Total
A	1	Administration	8.20	1,078,468	2%
B	2	Instructional Leadership	52.28	3,359,259	8%
C	3	Classroom and Specialist Teachers	252.60	19,236,151	43%
D	4	Other Teaching Services	78.01	3,165,647	7%
E	5	Professional Development	2.00	360,520	1%
F	6	Instructional Materials, Equipment and Technology	1.00	1,266,387	3%
G	7	Guidance, Counseling and Testing	16.63	1,272,682	3%
H	8	Pupil Services	9.15	1,901,664	4%
I	9	Operations and Maintenance	19.60	3,530,092	8%
J	10	Insurance, Retirement Programs and Other	-	6,079,965	14%
K	11	Payments To Out-Of-District Schools	-	3,098,265	7%
<b>TOTAL EXPENDITURES</b>			439.47	44,349,100	100%

**SUMMARY OF FY14 PROPOSED BUDGET BY AREA (General Fund)**

	Budget FY12	Budget FY13	Actual FY12	Budget FY13	Proposed Budget FY14		Change: FY14 Proposed vs. FY13 Budgeted		
					FTE	\$	FTE	\$	% (\$)
<b>REGULAR INSTRUCTION</b>									
1 English, Gr. 5-12	24.15	24.10	1,602,948	1,676,171	24.85	1,841,545	0.75	165,374	9.87%
2 Reading, Gr. K-8	9.47	8.87	633,157	705,347	8.15	715,030	(0.72)	9,683	1.37%
3A-D Elementary, Gr. 1-4	64.64	64.15	4,275,442	4,492,507	64.71	4,781,831	0.56	289,324	6.44%
4 Fine Arts (Supervisory Accounts)	1.30	1.30	135,833	102,152	1.30	106,462	-	4,310	4.22%
5 Art, Gr. 1-12	9.49	10.59	775,855	849,330	10.71	906,677	0.12	57,347	6.75%
6 Music, Gr. K-12	10.00	9.83	736,425	790,965	9.94	783,609	0.11	(7,356)	-0.93%
7 Theater Arts, Gr. 7-12	-	-	22,500	6,200	-	-	-	(6,200)	100.00%
8 Kindergarten	10.50	10.50	691,607	717,308	10.10	733,401	(0.40)	16,093	2.24%
9 Mathematics, Gr. 5-12	25.35	25.00	1,639,718	1,818,072	24.55	1,846,488	(0.45)	28,416	1.56%
10 Physical Education, Gr. K-12	7.85	7.45	498,992	518,800	7.45	545,353	-	26,553	5.12%
11 Science, Gr. 5-12	27.55	27.20	1,806,541	1,997,376	24.75	1,938,061	(2.45)	(59,315)	-2.97%
12 Health Education, Gr. 6-12	2.20	2.40	134,053	142,417	2.40	153,320	-	10,903	7.66%
13 Technology Education, Gr. 6-12	1.80	1.85	151,201	129,309	2.00	154,332	0.15	25,023	19.35%
14 Social Studies, Gr. 5-12	25.15	25.00	1,718,145	1,803,128	25.05	1,871,923	0.05	68,795	3.82%
15 Foreign Languages, Gr. 5-12	17.05	16.20	1,115,354	1,220,418	17.40	1,355,785	1.20	135,367	11.09%
<b>SUBTOTAL</b>	<b>236.50</b>	<b>234.44</b>	<b>15,937,772</b>	<b>16,969,500</b>	<b>233.36</b>	<b>17,733,816</b>	<b>(1.08)</b>	<b>764,316</b>	<b>4.50%</b>
<b>SPECIAL INSTRUCTION</b>									
20 ELL	3.95	3.85	188,661	183,221	4.79	260,248	0.94	77,027	42.04%
21 Early Childhood Education Pre-K	12.77	12.32	513,822	564,037	11.98	487,760	(0.34)	(76,277)	-13.52%
22 Special Education, Gr. K-12	81.70	83.93	8,550,873	8,550,822	87.29	8,804,675	3.36	253,853	2.97%
<b>SUBTOTAL</b>	<b>98.42</b>	<b>100.10</b>	<b>9,253,356</b>	<b>9,298,080</b>	<b>104.06</b>	<b>9,552,683</b>	<b>3.96</b>	<b>254,603</b>	<b>2.74%</b>
<b>STUDENT &amp; INSTRUCTIONAL SVCS</b>									
30 Athletics & Intramurals, Gr. 5-12	1.00	1.00	254,221	292,154	1.00	290,628	-	(1,526)	-0.52%
31 Student Activities, Gr. 5-12	0.25	0.25	44,394	39,253	0.25	41,979	-	2,726	6.94%
33 Guidance, Gr. K-12	10.60	10.60	679,956	775,968	11.00	835,040	0.40	59,072	7.61%
34 Psychological Svcs, Gr. Pre-K-12	5.73	6.73	444,989	463,157	6.73	485,897	-	22,740	4.91%
35 Health Svcs, Gr. Pre-K - 12	7.50	7.50	484,009	525,294	7.90	576,617	0.40	51,323	9.77%
36 Library	4.91	5.65	252,638	281,136	5.64	217,791	(0.01)	(63,345)	-22.5%
37 Technology & Audio Visual	9.50	9.50	1,027,249	1,050,727	9.50	1,066,801	-	16,074	1.53%
38 Curriculum Development	1.00	1.00	103,211	107,534	1.00	110,520	-	2,986	2.78%
39 Staff Development	1.00	1.00	232,776	226,314	1.00	229,300	-	2,986	1.32%
40 Substitutes	-	-	441,361	465,000	-	485,000	-	20,000	4.30%
52 Regular-Day Transportation	-	-	125,560	90,000	-	91,800	-	1,800	2.00%
<b>SUBTOTAL</b>	<b>41.49</b>	<b>43.23</b>	<b>4,090,364</b>	<b>4,316,537</b>	<b>44.02</b>	<b>4,431,373</b>	<b>0.79</b>	<b>114,836</b>	<b>2.66%</b>
<b>OPERATIONS</b>									
50 Buildings & Grounds	5.00	6.45	960,807	796,664	6.60	814,950	0.15	18,286	2.30%
51 Custodial Services	14.00	13.00	1,040,152	1,038,839	13.00	1,033,434	-	(5,405)	-0.52%
53 Utilities	-	-	1,330,468	1,659,175	-	1,604,048	-	(55,127)	-3.32%
<b>SUBTOTAL</b>	<b>19.00</b>	<b>19.45</b>	<b>3,331,427</b>	<b>3,494,678</b>	<b>19.60</b>	<b>3,452,432</b>	<b>0.15</b>	<b>(42,246)</b>	<b>-1.21%</b>
<b>LEADERSHIP &amp; ADMINISTRATION</b>									
60A-F Building Administration	29.35	31.23	1,962,242	1,861,094	30.23	1,913,286	(1.00)	52,192	2.80%
61 Central Administration	8.70	8.70	840,219	868,715	8.20	831,378	(0.50)	(37,337)	-4.30%
62 Legal Services	-	-	124,468	165,000	-	169,950	-	4,950	3.00%
63 School Committee	-	-	24,816	17,700	-	17,700	-	-	0.00%
<b>SUBTOTAL</b>	<b>38.05</b>	<b>39.93</b>	<b>2,951,745</b>	<b>2,912,509</b>	<b>38.43</b>	<b>2,932,314</b>	<b>(1.50)</b>	<b>19,805</b>	<b>0.68%</b>
<b>CNTRCT ALLW'NCE / FRINGE BENFTS</b>									
70 Contractual Allowance	-	-	-	249,566	-	166,517	-	(83,049)	-33.28%
71 Fringe Benefits	-	-	5,816,183	5,827,622	-	6,079,965	-	252,343	4.33%
<b>SUBTOTAL</b>	<b>-</b>	<b>-</b>	<b>5,816,183</b>	<b>6,077,188</b>	<b>-</b>	<b>6,246,482</b>	<b>-</b>	<b>169,294</b>	<b>2.79%</b>
<b>GRAND TOTAL</b>	<b>433.46</b>	<b>437.16</b>	<b>41,380,847</b>	<b>43,068,492</b>	<b>439.47</b>	<b>44,349,100</b>	<b>2.32</b>	<b>1,280,608</b>	<b>2.97%</b>

**SUMMARY OF FY14 PROPOSED BUDGET BY AREA (Grants & Revolving Accounts)**

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

	Actual Budget	Proposed Budget	
	FY13	FY14	
	\$	FTE	\$
<b>GRANTS:</b>			
SPED IDEA	920,635	-	925,550
SPED PROGRAM IMPROVEMENT	46,171	-	29,692
CIRCUIT BREAKER	1,119,257	-	1,119,257
TITLE IIA - TEACHER QUALITY	63,847	0.80	68,475
SPED PRE-K	26,145	0.28	26,072
TITLE I	135,564	1.45	130,106
TITLE III	19,359	(stipends)	20,130
TITLE III Immigrant Support	13,600	(stipends)	13,600
ACADEMIC SUPPORT	8,100	-	9,800
METCO	503,256	5.83	509,256
FULL DAY KINDERGARTEN	154,997	7.87	142,210
RACE TO THE TOP	23,334	-	11,685
<i>SUBTOTAL</i>	<i>3,034,265</i>	<i>16.23</i>	<i>3,005,833</i>
<b>REVOLVING ACCOUNTS:</b>			
BHS ATHLETIC REVOLVING	437,932	(stipends)	441,467
CMS ATHLETICS REVOLVING	300	-	360
CMS FINE ARTS & CLUBS	33,134	(stipends)	33,512
TUITION - STUDENTS	108,978	2.52	211,798
BUSING FEES	334,000	-	334,000
FULL DAY KINDERGARTEN	606,428	13.63	778,493
FOOD SERVICE	869,278	16.38	867,544
INSTRUMENTAL MUSIC REVOLVING	90,026	1.5	108,805
BHS FINE & PERM ARTS REV	51,479	(stipends)	57,995
BHS CLUBS & ACTIVITIES	15,628	(stipends)	15,628
ADULT ED	25,000	-	20,000
SUMMER SCHOOL	25,000	-	5,000
SCHOOL BUILDING RENTALS	243,474	0.30	245,000
<i>SUBTOTAL</i>	<i>2,840,657</i>	<i>34.33</i>	<i>3,119,602</i>
<b>OTHER:</b>			
LABBB OOD TUITION CREDIT	65,000	-	190,000
<b><i>TOTAL GRANTS AND REVOLVING</i></b>	<b><i>5,939,922</i></b>	<b><i>50.56</i></b>	<b><i>6,315,435</i></b>

## Current (FY13) Salaries and Wage Scales

### MANAGEMENT SALARIES FY13 (performance-based)

Positions	Salary
Interim Superintendent of Schools	\$150,000
Assistant Superintendent for Curriculum & Instruction	\$131,000
Director of Finance & Administration	\$131,000
Director of Human Resources	\$ 96,902
Director of Special Education & Student Services	\$124,551
Director of Technology	\$121,540
High School Principal	\$131,500
Middle School Principal	\$129,007
Elementary Principals (4)	\$114,000-\$129,375

### UNION SUPERVISORY, TEACHING & OTHER FY13 SCALES

Positions		Base Salary		Bargaining Unit
		Minimum	Maximum	
Curr. Directors	Curriculum Directors	\$92,700	\$124,230	BEA Unit B
Asst. Principals	High School & Middle School Asst. Principals	\$89,610	\$118,630	BEA Unit B
Teachers	• Bachelor's Degree Scale (B—B+45)	\$46,195	\$79,916	BEA Unit A
	• Master's Degree Scale (M—M+45)	\$49,598	\$93,920	
	• Doctorate Degree Scale	\$55,368	\$96,438	
Prof. Aides etc.	Professional Aides & Tutors	\$17.00	\$24.52	BEA Unit D
	Classroom Assistants & METCO Aides	\$14.36	\$16.67	
	Campus Monitors	\$17.92	\$19.63	
Custodians	• Head Custodian Class A	\$21.49	\$23.88	AFSCME
	• Head Custodian Class B	\$20.31	\$22.53	
	• Assistant Custodians	\$17.10	\$19.94	
Maintenance	• Class A	\$21.30	\$23.57	AFSCME
	• Class B	\$19.21	\$21.76	
Cafeteria	Cafeteria Head Cooks Class A	\$14.73	\$16.21	AFSCME
	Cafeteria Head Cooks Class B	\$12.58	\$13.95	
	Cafeteria Workers	\$12.00	\$13.28	
Secretaries	• Category I – 52 weeks	\$18.09	\$25.78	BPS Secretaries Assoc.
	• Category II – 52 Weeks	\$16.93	\$24.53	
	• Category III – 42-46 weeks	\$15.78	\$23.20	

BEA=Belmont Education Association; AFSCME = American Federation of State, County & Municipal Employees

### NON-UNION STAFF FY13 SALARIES

Positions	Base Salary	
	Minimum	Maximum
Information Technology	\$32,249	\$102,643
Special Education OT's & PT's	\$54,000	\$75,000
Executive Secretaries	\$3,000	\$68,000
Supervisor of Buildings & Grounds		\$73,000
Supervisor of School Food Services		\$73,000
Elementary Science Consultant		\$24,673
Community Service Coordinator		\$66,000
Substitute Teachers	\$80/day	\$105/day
Substitute Professional Aides	\$11/hour	\$11/hour
Lunch Aides	\$11.00/hour	\$11.50/hour

**FY2014 Capital Budget Committee  
Report to Belmont 2013 Annual Town Meeting**

**Introduction**

Again this year, the Capital Budget Committee (“CBC” or “this Committee”) has chosen to repeat some of the material from its previous reports. And once again, 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 these matters 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?
- What Are “Orphans”? (...and a reminder not to lose sight of them)
- Some General Remarks
- The Community Preservation Act and Its Interaction with the Capital Budget
- The Town’s Streets
- Status of Large, Extraordinary Capital Projects
- Policy Adoptions and Proposed By-law Amendment
- Recommendations for FY2014 Capital Budget
- Other Town Meeting Articles
- Five-Year Projection of Belmont’s Capital Needs

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

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

The Capital Budget Committee is established by Article 13 of the Town by-laws. There are seven members: three are appointed by the Moderator for terms of three years; the other four are the chairman (or a member appointed by the chairman) of the Board of Selectmen, the Warrant Committee, the Planning Board, and the School Committee, all of whom serve at the pleasure of the appointing authority. The members of the Committee who acted on the FY2014 Capital Budget recommendations are:

Anne Lougée (School Committee)  
M. Patricia Brusch (Warrant Committee)  
John Conte (Moderator appointee, term expires 6/30/15)  
Michael Battista (Planning Board)  
Andrès Rojas (Board of Selectmen)  
Rebecca Vose (Moderator appointee, term expires 6/30/14)  
Anne Marie Mahoney (Moderator appointee, term expires 6/30/13)

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, or Kellie Hebert, Assistant 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 FY2014 capital requests from town departments and the schools.

There are recurring requests that the Committee continues to be reluctant to fund, including repairs to the White Field house, Vigliolo Rink, and Underwood Pool. (More about the Underwood Pool below.) These town facilities are part of the Concord Avenue athletic complex and, in the Committee's view, should be looked at as a whole. Each facility is in need of major renovation or replacement. The Committee has long believed that the Town will be best served by the development of a comprehensive plan for this campus along with a funding scheme, rather than treating each component part individually. Previously, a "mega group" of town committees convened by the Board of Selectmen met to discuss long-term plans for major building renovations and/or new construction, including prioritizing the undertaking of these projects. It has been difficult for the mega group to reach consensus on these questions. This Committee (i.e., the CBC) took time after Annual Town Meeting last year 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 are being refined and will be provided to other Town committees for use in evaluating and rank-ordering these projects.

A project to replace the Underwood Pool has garnered interest and support in the last year. The Board of Selectmen commissioned a study to consider either reconstructing the pool in its current location or re-siting it to the Cottage Street Playground, uphill from where it sits now. Part of the study was to determine whether a high school practice field could be relocated on the Underwood site in order to accommodate a proposed new library on school department property. Based on plans developed for a new pool on both sites, in April the Board of Selectmen voted to keep the pool in its current site. Town Meeting will be asked to approve a building committee and funds for design at a Town Meeting this spring. As discussed later in this report, the Community Preservation Committee has recommended that a portion of these funds be appropriated by Town Meeting to pay for such design work.

In the past, each department (whether it reports to the Selectmen or some other elected body) has made its own request to the Capital Budget Committee, and established its own set of internal priorities. It was then left to this Committee to sort out priorities among departments. It was also left to this Committee to notice that departments were making similar requests or that the needs being addressed by one department could be addressed without a capital expense, or with a better capital expense, by another department.

In an effort to address problems such as these, the Committee has recommended 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 were first reviewed by the School Committee, some changes were made and then they were 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. 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. (Usually,

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<sup>1</sup> In some instances department heads withdraw 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 FY2014.

however, most items that are recommended receive a unanimous vote.) 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.

### **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.

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 FY2014 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.

### **What Are “Orphans”? (... and a reminder not to lose sight of them)**

As explained more fully in the previous section, the items within the purview of this Committee and the common definition of capital expenditures are not the same. This Committee diligently seeks to keep its recommendations within its mandate. That means it must reject requests for smaller or recurring capital items. As noted above, that does not mean that the requests falling outside the purview of this Committee are not worthy or that those expenditures should not be made. That only means that they should be dealt with outside the allocation of funds to this Committee. This problem arises most stealthily when an item that was initially a capital expenditure becomes a routine item. The Committee frequently refers to these capital expenditures that are outside its jurisdiction as “orphans.”

Preservation of the Town’s capital assets (maintenance) is a continual struggle. There is a great temptation and tendency in difficult times to preserve current operations at the expense of preservation of capital items. The result is the seeming transmutation of an operating expense (maintenance) into a capital expense (replacement of the capital asset that has been so neglected that it must be replaced). The situation with regard to the Town’s roads has become so desperate that one of the recommendations of the Pavement Management Committee, appointed by the Selectmen, was that funds be set aside for pavement management in such a way that they could not be reached for other purposes. In both 2006 and 2008 the Town proposed to voters that additional money be set aside for the Pavement Management program via override questions. The voters rejected these overrides and so this committee has been left with funding this need with about \$1.6 M, which is a combination of funds from the 2001 override and grant money.

An important example of the process of distinguishing between items that are appropriate for the Capital Budget and those that are appropriate for the current operating budget – in other words, an item that might become an “orphan” – is provided by computer technology. When computer technology was novel, the then Capital Budget Committee was easily convinced that acquisition of the Town’s (including the School Department’s) first computer capability was a capital item within the by-law definition.

Now computers are the current era’s “textbooks.” Textbooks, though they are used for more than one annual cycle, are an item for the current operating budget. In like manner, much of the Town’s computer capability should be accommodated within the current operating budget. The

importance to the Town of making a success of its transition to computer-based operations is of great concern to the Committee. The Committee has recommended that a special fund be set aside in each department's operating budget to be spent each year on the constant and continual maintenance and improvement of its computer capability. (The Committee remains ready to address requests for expenditures for the Town's technology infrastructure that supports its computer capability.) The Committee, with the full support of the Board of Selectmen, has requested that all technology requests be first vetted by the Town's IT department to ensure that all requests are compatible with current hardware. Members of the Committee take the recommendations of the IT director very seriously and will ask for revisions of any requests based on his input.

The obvious implication of these observations is that more money is needed. That is a conclusion that this Committee has come to. Both within the operating budget and in the allocation set aside for this Committee, more should be budgeted to maintain and improve the Town's capital assets.

### **Some General Remarks**

There are some general topics – some mentioned above – 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. Although there has been no single study covering all of these assets, there have been individual studies of the principal assets.

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

The Committee feels that the Town should take a coordinated approach to its capital needs and budgeting for those capital needs. Last year 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 but it was anticipated that in the near future they will be. To date, the Library Trustees have not yet signed on. In the FY2013 operating budget there was a recommended allocation for the hiring of a director for this consolidated facilities department. It is expected that this position will be filled shortly. Also 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

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<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.

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. This audit has not yet been accomplished but presumably will be once a director of this newly created department is in place. The amount appropriated was \$175,000 but the Board of Selectmen used \$30,000 of it for the Underwood Pool Feasibility Study. The Committee expects this amount to be restored at the June Town Meeting less a modest sum allocable to the Pool portion of the facilities audit.

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 is 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 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. CPA funds may not 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 Streets**

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. (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 last fall. 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 between \$90M and \$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 roof top 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 is 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 (pool, rink and White Field House), needs to be addressed fairly soon in the view of the Committee.

#### *Memorial Library Building*

In 2011, the Board of Library Trustees submitted a request to the Massachusetts Board of Library Commissioners (MBLC) to participate in paying for a new library to be constructed on the north side of Concord Ave, across from the site of the current building. The project was accepted by the MBLC in the summer of 2011 and Belmont was placed on a waiting list. Unfortunately the way the process works is that the grant application is for a specified site and cannot be changed during a specific grant round. The site chosen for the 2011 grant round was the BHS field on the north side of Concord Ave. While the School Committee and Board of Selectmen worked very diligently in the past 2 years to find an acceptable site for a replacement field, that effort was not successful. Therefore the School Committee had to turn down the request of the Library Trustees to transfer the field to town control. It is the Committee’s understanding that this will mean the Trustees will not be able to accept the grant that has been

offered in this round. Discussions will continue with the Trustees and the Board of Selectmen about how to address the very real need of the library for a comprehensive renovation or rebuilding. While there are no guarantees, the MBLC initiates a new round of grant funding about every 5 or 6 years, once the current list is finished, and it is hoped that Belmont will be ready with a viable project at that time.

#### *Police Station*

In 2007-2008, a Feasibility Study was done of the Police Station currently located on Concord Avenue across from the Town Hall. It was determined that the current and projected functions of the police station could be accommodated within the footprint of the library building on Concord Ave (next to the Underwood Pool). The cost to renovate the library for use as a police station was estimated to be approximately \$13M in 2008 dollars. This estimate will be updated as part of the upcoming facilities audit.

#### *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 upcoming 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, the Underwood Pool, and the Vigliolo Skating Rink. 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.

As predicted, there are more requests for repairs to Town facilities on the north side of Concord Avenue, which must be weighed against the need for a comprehensive plan for replacement or renovation of the facilities. Further, the historic Clark House is now “resting” temporarily on the recently purchased parcel in front of the rink.

### **Policy Adoptions and Proposed By-law Amendment**

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

At the urging of the Town Treasurer last year 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.

Additionally, 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.

#### *Proposed By-Law Change*

With the drafting assistance of Town Counsel, the Committee has proposed a change to the Town's by-laws to allow this Report to be provided to Town Meeting members at the same time as that of the Warrant Committee. Our Bylaws require that the Capital Budget Committee submit its annual report with the Warrant for Annual Town Meeting. But this requirement no longer reflects the reality of the capital budget process. Invariably the Committee has not voted its recommendations by the time that the Town Clerk sends the Annual Town Meeting Warrant to Town Meeting Members. This is because over time the complexity of the Town's budgets (both operating and capital), as well as the unavailability of information about state aid, has necessitated delaying consideration of financial articles to a June session of Annual Town Meeting. For the last few years, the Committee has sent a brief one-page report with the Warrant to comply with the current by-law. However, financial articles and the Warrant Committee Report are now sent ahead of the June session of Town Meeting. The proposed by-law change requires the Capital Budget Committee Report be provided in advance of the Town Meeting session considering financial articles. This mirrors the new reality of a bifurcated Annual Town Meeting and eliminates the need for a one-page report of little value because the capital budget numbers are not yet firm.

#### **Recommendations for FY2014 Capital Budget**

For FY2014, the Committee initially received requests for more than \$5.8 million dollars in capital expenditures. This includes 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 \$4.1M in requests. The total funding for the Capital budget in FY2014 is \$2.411M, of which \$1.189M is reserved for Pavement Management as a result of the 2001 override. That leaves \$1.222M to fund the remaining requests.

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 FY2014 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 2½% allowed to other aspects of the Town's general tax budget. Although the

2½% 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.

Article 9 in the warrant will contain the Committee's FY2014 recommendations. In addition to the annual Capital allocation, this Committee routinely recommends reallocation of funds previously appropriated for capital projects that are now complete and (for FY2014) the one-time amount of \$65,000. All of these recommended appropriations will be transmitted to Town Meeting Members on May 20.

## PUBLIC SAFETY

*Police Communications Equipment:* The CBC determined that the requests for upgrades to and replacement of police communications equipment were in the best interests of the safety of the Town. The police radio comparator, two domain control servers, and the main and standby repeaters total \$68,000 for necessary equipment.

*Fire Department Equipment:* The request for the replacement of thermal imaging equipment is phase one of a two year project to replace camera units that allow firefighters to see subtle differences in temperature. The request for fiber optic network expansion will address serious public safety deficits in the northern part of Belmont. Further, in a joint venture with the City of Cambridge, Belmont will better connect to the Cambridge Public Safety fiber optic network.

*Fire Trucks:* The CBC approved the replacement of the 1999 ladder truck. This request was deferred from last year. The Committee also approved the replacement of the 1988 pumper truck. In a plan formed by the Town Treasurer, these trucks along with a School Department SUV will be combined into a short term bond issue. Due to the long lead time required for the manufacture of the fire trucks, no payment will be due on the bond in FY14.

## BUILDING SERVICES

*Town Hall Window Replacement:* The Building Services Department's request to replace the windows in Town Hall will save considerable energy in the building. The CBC is contributing only \$100,000 to supplement existing funds for the total cost of approximately \$200,000.

## IT DEPARTMENT

The Information Technology Department had no requests from the Capital Budget this year.

## SCHOOL DEPARTMENT

*Lot Repaving at High School:* With \$100,000 put aside last year, \$200,000 is allocated in the FY14 Capital Budget to completely redo the high school parking lot, including the section on which the Wellington trailers sat. The main parking lot will be repaved using a reclamation process. The existing pavement material will be recycled and reused in the binder coat.

*Gas Conversion of the High School Burners:* \$100,000 was allocated in the FY12 budget to replace oil-fired burners with gas-fired burners. National Grid determined that the natural gas line supplying the high school science labs is too small to carry enough gas to heat the building, thus requiring that a larger line be installed. \$87,500 is included in the FY14 budget to complete that work over the summer. The line will come in from Brighton Street around the back of the building.

*School-wide Security:* At this time the School Department is assessing their security needs for the school building, especially the high school. The allocation of \$100,000 is a placeholder amount while the actual needs and costs are being reviewed. The School Department will work closely with Town public safety departments in this effort.

*Large Air Flow Ceiling Fan at the High School Pool:* This fan will improve the heating and ventilation in the pool area. The additional request of \$123,000 for extensive air quality work at the high school pool, while worthy, could not be funded this year. It is the hope of the CBC that some of these “big ticket” requests will be addressed in a high school renovation project in the near future.

*Multi-Year Projects:* The CBC continued to fund the on-going replacement of the unit ventilators at the high school as well as the building envelope repair work.

## TOWN CLERK

*Electronic Voting System:* This provides fast, accurate voting results from individual Town Meeting Members for all sessions of Town Meeting. This item was in the FY2013 budget but was removed from the budget on Town Meeting floor. Over the past year a study committee which included the Moderator (Michael Widmer), the Town Clerk (Ellen Cushman), the Chairman of the Capital Budget Committee (Anne Marie Mahoney), the Town’s IT Director (Dave Petto), Town Counsel (George Hall), and a Town Meeting Member and teller (Mary Ann Scali) met to review the use of these devices in other towns and to propose guidelines for their use in Belmont. This committee will report during the financial session of Town Meeting.

## DEPARTMENT OF PUBLIC WORKS

*Snowfighter Conversion:* This will replace the 1992 snowfighter with the conversion of an existing 2008 dump truck, thus saving \$1 M for the purchase of a new snowfighter.

*Snowfighter Rehabilitation:* This will repair or replace all necessary components of this truck (#37) to extend its useful life to 20 to 25 years of plowing and hauling snow.

*Refurbish Central Fleet Utility Vehicle #6:* Instead of purchasing a new vehicle at a potential cost of \$63,000, this 2002 truck will be refurbished by replacing the utility body which will save \$33,500 and extend the life of the truck by six years.

*Riding Lawn Mower:* This will replace a 72-inch cut riding lawnmower for the cemetery and parks division. With the addition of the Highland Meadow Cemetery it is necessary to replace this now-useless twelve-year-old mower.

*Harris Field Synthetic Turf:* The CBC approved the expenditure of \$75,000 for a design study to determine how best to replace the turf on the high school football field. This field is

used almost year round by multiple sports and is showing significant wear and tear. After seeing the scope and cost of what is necessary in a Harris Field project, the CBC will vote to bond the appropriate amount of money in enough time for work to be done on the field in the summer of 2014.

#### OFFICE OF COMMUNITY DEVELOPMENT

*Pavement Management:* This continues the yearly infusion of money into the Town's Pavement Management program, which is discussed in greater detail in the narrative of the report. The Director of Community Development will report at Town Meeting on the specific streets to be paved with the FY 2014 funds. Of particular note this year, is the request for \$26,000 for curbing and sidewalk improvements around the Butler School.

#### FROM THE ENTERPRISE FUNDS

*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.

*Emergency Service Van:* Replace 1998 emergency service van (#52), which will be traded in.

*Dump Truck Replacement:* Replace 1997 37,000 GVW dump truck (#14). Old truck will be traded in.

*Pick-Up Truck Replacement:* Replace 2005 one ton, four wheel drive pick-up truck (#21). Old truck will be traded in.

*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.

The Committee's recommendations for FY2014 are set forth in the motions that correspond to Articles 9 and 10 in the warrant. Water and sewer rates have been set appropriately to finance the expenditures recommended under Article 10.

#### **Other Town Meeting Articles**

Articles upon which the Capital Budget Committee will give its recommendation other than the ordinary capital budget articles will be presented to the Annual Town Meeting. Articles before the non-financial portion of Annual Town Meeting on which the CBC must vote have already been reported. As of the printing deadline for this report, the Committee had not yet determined

its recommendations regarding any articles to come before the financial portion of Town Meeting. On these articles, the Committee will report orally at the Annual Town Meeting.

## 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. FY2014, 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 5 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 current 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 funded in FY2013 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 all capital items are subject to a bidding process before they

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<sup>3</sup> Some changes have been made, however, for editorial consistency. Another change is that the requests for FY2014 that could not be recommended have been added to the appropriate year (usually FY2015). 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.

are actually purchased. Therefore, these cost values should be treated as only roughly comparable orders of magnitude.

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 data network project is listed under Schools despite being a town-wide project because, pursuant to an agreement among the departments, this project is being managed by the School Technology Department.

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 5 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. Among other possible financing approaches the Committee has discussed are so-called BANS (bond anticipation notes), leasing, capital outlay exclusions, and debt exclusions. It is very likely that the Committee will make further recommendations in this regard in coming years.

Anne Marie Mahoney, Chairman  
Rebecca Vose, Secretary  
Michael Battista  
M. Patricia Brusch  
John Conte  
Anne Lougee  
Andrès Rojas



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FY15-FY20 Capital Budget Request - Capital Discretionary

DEPARTMENT OF PUBLIC WORKS	FY14	FY15	FY16	FY17	FY18	FY19	FY20	TOTAL
Snowfighter Conversion	\$ 42,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,800
Snowfighter Rehabilitation	26,500	-	-	-	-	-	-	\$ 26,500
Refurbish Central Fleet Utility Vehicle	29,500	-	-	-	-	-	-	\$ 29,500
Riding Lawn Mower	13,000	-	-	-	-	-	-	\$ 13,000
Replace Synthetic Turf on Harris Field-TOTAL COST \$895,000 --- BUDGET \$75,000 IN FY14 FOR DESIGN	75,000	-	-	-	-	-	-	\$ 75,000
Resurface Town Field Basketball Court		25,000	-	-	-	-	-	\$ 25,000
Paint and Repair Fence at Grove St Cemetery		12,000	-	-	-	-	-	\$ 12,000
Feasability Study Skating Rink		35,000						\$ 35,000
								\$ -
<b>Major Capital Equipment Replacement Costs</b>								\$ -
<i>Highway</i>								\$ -
Material Spreader	-	13,000	-	13,000	-	-	-	\$ 26,000
Sidewalk Tractor	-	120,700	120,700	-	-	120,700	-	\$ 362,100
Brush Chipper	-	30,600	-	-	-	-	-	\$ 30,600
Snowfighter Conversion	-	-	-	-	85,600	-	-	\$ 85,600
2 Pickup Truck	-	-	36,100	-	-	-	-	\$ 36,100
Sidewalk Roller	-	-	15,000	-	-	-	-	\$ 15,000
#11 Dump Truck	-	-	-	67,900	-	-	-	\$ 67,900
								\$ -
<i>Parks</i>								\$ -
1 Pickup Truck	-	36,100	-	-	36,100	-	-	\$ 72,200
Reseurface Basketball Courts	-	25,000	25,000	-	-	-	-	\$ 50,000
Reseurface Grove Street Tennis Courts								\$ -
Underwood Pool-Replace Electric Motors 2 Pumps								\$ -
Dump Truck	-	67,900	-	-	-	-	-	\$ 67,900
Replace Fibar for Playgrounds	-	12,400	-	12,400	-	-	-	\$ 24,800
Chiller Barrel at Skating Rink	-	-	21,000	-	-	-	-	\$ 21,000
Chain Link Fence Replacement Program	-	-	29,800	-	-	-	-	\$ 29,800
Zamboni Ice Making Machine	-	-	-	90,000	-	-	-	\$ 90,000
Riding Mower	-	-	-	73,500	-	-	-	\$ 73,500
Close in Hockey Rink Suspended Ceiling	-	-	-	-	60,000	-	-	\$ 60,000
Front End Loader	-	-	-	-	-	82,700	-	\$ 82,700
								\$ -
<i>Cemetery</i>								\$ -
Dump Truck	-	67,900	-	67,900	-	-	-	\$ 135,800
Mower	-	-	13,000	-	-	-	-	\$ 13,000
Backhoe	-	-	-	-	94,200	-	-	\$ 94,200
Pickup Truck	-	-	-	-	-	36,100	-	\$ 36,100
	\$ 186,800	\$ 445,600	\$ 280,600	\$ 324,700	\$ 275,900	\$ 239,500	\$ -	\$ 1,733,100

FY15-FY20 Capital Budget Request - Capital Discretionary

<b>POLICE DEPARTMENT</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>TOTAL</b>
Police Radio Comparator	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000
Two Domain Controller Servers	16,000	-	-	-	-	-	-	16,000
Main and Standby Repeaters	38,000	-	-	-	-	-	-	38,000
Traffic Speed Trailer		16,000	-	-	-	-	-	16,000
Fuel Tank & Overhaul Emergency Generator	-	20,000	-	-	-	-	-	20,000
Electronic Sign / Information Board Trailer	-	25,000	-	-	-	-	-	25,000
CAD / Records management Server4 & QED	-	38,000	-	-	-	-	-	38,000
Incident Command Vehicle	-	-	20,000	-	-	-	-	20,000
Replace BAPERN Radio Control System	-	-	42,000	-	-	-	-	42,000
Replace Radio Equipment (Town Wide Request)	-	-	134,000	174,000	-	-	-	308,000
Replace File Server and Backup Hardware	-	-	-	20,000	-	-	-	20,000
Replace Portable Radios	-	-	-	80,000	70,000	-	-	150,000
Replace Fuel Accounting System	-	-	-	-	24,000	-	-	24,000
Replace	-	-	-	-	-	28,000	-	28,000
Telephone Log Recorder								\$ -
Fiber Optices-JPSC								\$ -
Fire Box Receiving System	-	-	-	-	-	35,000	-	35,000
	\$ 68,000	\$ 99,000	\$ 196,000	\$ 274,000	\$ 94,000	\$ 63,000	\$ -	\$ 794,000
<b>TOWN CLERK</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>TOTAL</b>
Electronic Voting System for Town Meeting	\$ 19,500	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,500
	\$ 19,500	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,500
<b>INFORMATION TECHNOLOGY</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>TOTAL</b>
Netwrk Construction Services	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ 240,000
Electronic File Storage								\$ -
Annitional Data Storage Network	-	-	-	-	90,000	-	-	90,000
	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 90,000	\$ -	\$ -	\$ 330,000

FY15-FY20 Capital Budget Request - Capital Discretionary

<b>LIBRARY</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>TOTAL</b>
(Existing Bldg.) Painting Outside of the Library	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	35,000
(Existing Bldg.) Elevator	-	283,920	-	-	-	-	-	283,920
(Existing Bldg.) Automatic door openers	-	34,070	-	-	-	-	-	34,070
(Existing Bldg.) Storm Windows Replacement	-	51,106	-	-	-	-	-	51,106
(Existing Bldg.) Radio-Frequency Identification (RFID)	-	12,673	-	-	-	-	-	12,673
(Existing Bldg.) Boiler (HVAC System)	-	-	1,038,193	-	-	-	-	1,038,193
(Existing Bldg.) New Lighting	-	-	-	323,916	-	-	-	323,916
(Existing Bldg.) New Power	-	-	-	503,870	-	-	-	503,870
(Existing Bldg.)Interior Painting	-	-	-	104,410	-	-	-	104,410
(Existing Bldg.)Repair Roof Structure	-	-	-	-	127,749	-	-	127,749
(Existing Bldg.)Replace Roof	-	-	-	-	153,298	-	-	153,298
(Existing Bldg.)Carpet	-	-	-	-	205,250	-	-	205,250
(Existing Bldg.)Fire Suppression System	-	-	-	-	-	350,348	-	350,348
Sub Total	-	416,769	1,038,193	932,196	486,297	350,348	-	3,223,803
15% Contractor's Overhead	-	62,515	155,729	139,829	72,945	52,552	-	483,570
10% Contingency	-	47,928	119,392	107,203	55,924	40,290	-	370,737
<b>Total</b>	<b>-</b>	<b>527,213</b>	<b>1,313,314</b>	<b>1,179,228</b>	<b>615,166</b>	<b>443,190</b>	<b>-</b>	<b>\$ 4,078,111</b>
<b>FIRE DEPARTMENT</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>TOTAL</b>
<b>FY12 Public Safety Lease Payment (Required for FY14)</b>	<b>\$ 119,859</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>479,859</b>
Ladder Truck Replacement	-	-	-	-	-	-	-	-
Replace 1988 Engine	-	-	-	-	-	-	-	-
Thermal Imaging Cameras Replacement	39,000	26,000	-	-	-	-	-	65,000
Fiber Optic Cable Network Expansion	57,000	-	-	-	-	-	-	57,000
Fire Ambulance / Monitor replacement program	57,000	-	-	-	-	-	-	57,000
Shift Com Response Vehicle	-	50,000	-	-	-	-	-	50,000
Rescue Ambulance	-	-	-	50,000	-	-	-	50,000
Staff Vehicle	-	-	-	45,000	-	-	-	45,000
Portable Radios	-	-	-	55,000	-	-	-	55,000
Cardiac Monitor Replacement	-	-	-	-	-	-	-	-
Shift Commander's Vehicle	-	-	-	-	-	50,000	-	50,000
Replace 2003 Pumper	-	-	-	-	-	-	500,000	500,000
<b>Total</b>	<b>\$ 272,859</b>	<b>\$ 196,000</b>	<b>\$ 120,000</b>	<b>\$ 270,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 500,000</b>	<b>\$ 1,408,859</b>

FY15-FY20 Capital Budget Request - Capital Discretionary

SCHOOL DEPARTMENT	FY14	FY15	FY16	FY17	FY18	FY19	FY20	TOTAL
School Wide Security	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
IT Backup System for Disaster Recovery		179,000	-	-	-	-	-	\$ 179,000
Lot Paving	200,000	350,000	250,000	-	-	-	-	\$ 800,000
Systemwide Bulding Envelope	86,341	250,000	250,000	250,000	250,000	250,000	-	\$ 1,336,341
Sidewalk and Curbing,Sycamore side of Butler School		100,000						\$ 100,000
High School Pool Air Quality Initiative		123,000	-	-	-	-	-	\$ 123,000
Large Air Flow Ceiling Fan at HS Pool	25,000	-	-	-	-	-	-	\$ 25,000
Gas Conversion	87,500	-	-	-	-	-	-	\$ 87,500
Installation of Natural Gas Co-Generation System		275,000	-	-	-	-	-	\$ 275,000
Replace Gymnasium Floor		165,000	-	-	-	-	-	\$ 165,000
High School Univents	50,000	50,000	50,000	50,000	50,000	50,000	-	\$ 300,000
Replace 1996 Blazer		-	-	-	-	-	-	\$ -
Building Energy Management System		150,000	100,000	100,000	100,000	100,000	-	\$ 550,000
Replace Interior Corridor Fire Doors		80,000	-	-	-	-	-	\$ 80,000
Replace Boiler at White Field House		60,000	-	-	-	-	-	\$ 60,000
Reonvation of White Field House		940,000	-	-	-	-	-	\$ 940,000
Systemwide LED Light Conversion		20,000	-	-	-	-	-	\$ 20,000
Ceiling Fans at HS Field House	-	-	-	-	-	-	-	\$ -
Replace oil burner on Weil-McLean boiler at Butler	-	-	-	-	-	-	-	\$ -
Butler School Gym Flr.								\$ -
Replace large hot water tank at HS	-	-	-	-	-	-	-	\$ -
Network Switching Equipment (phase 3 of 3)	-	-	-	-	-	-	-	\$ -
Butler Playground	-	-	-	-	-	-	-	\$ -
New Maintenance Stand-Alone Facility	-	1,000,000	-	-	-	-	-	\$ 1,000,000
Duct Work Cleaning	-	-	-	25,000	25,000	25,000	-	\$ 75,000
	\$ 548,841	\$ 3,742,000	\$ 650,000	\$ 425,000	\$ 425,000	\$ 425,000	\$ -	\$ 6,215,841
<b>BUILDING SERVICE DEPARTMENT</b>								
	FY14	FY15	FY16	FY17	FY18	FY19	FY20	TOTAL
Town Hall Window Replacement	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Townwide Telephone Hardware	-	-	-	-	-	-	-	\$ -
Facilities Audit	-	-	-	-	-	-	-	\$ -
Beech Street Center Roof Shielding								\$ -
Conversion of Security Cameras		100,000	-	-	-	-	-	\$ 100,000
	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
<b>COMMUNITY DEVELOPMENT</b>								
	FY14	FY15	FY16	FY17	FY18	FY19	FY20	TOTAL
Butler School Curbing-Sidewalks	26,000	-	-	-	-	-	-	\$ 26,000
Parking Metering-Parking Mgt Plan	\$ -	\$ 100,000						\$ 100,000
<b>GRAND TOTAL</b>	<b>\$ 1,222,000</b>	<b>\$ 5,294,813</b>	<b>\$ 2,619,914</b>	<b>\$ 2,552,928</b>	<b>\$ 1,500,066</b>	<b>\$ 1,220,690</b>	<b>\$ 500,000</b>	<b>\$ 14,910,411</b>
								<b>\$ 14,910,411</b>

FY15-FY20 Capital Budget Request - Water and Sewer

<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>TOTAL</b>
<u>Sewer Enterprise Charges</u>							
Emergency Service Van	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Pumping Station Emergency Generator							\$ -
Front End Loader							\$ -
Dump Truck Replacement	119,600	-	-	-	-	-	\$ 119,600
Pick Up Truck Replacement	35,600	-	-	-	-	-	\$ 35,600
							\$ -
<u>Major Capital Equipment Replacement Costs</u>							\$ -
<u>Highway</u>							\$ -
Pickup Truck	-	30,000	-	36,100	-	-	\$ 66,100
Dump Truck	-	124,100	-	-	124,100	-	\$ 248,200
Administrative Vehicle	-	-	38,900	-	38,900	-	\$ 77,800
Street Sweeper	-	-	170,000	-	-	170,000	\$ 340,000
Asphalt Hot Box	-	-	-	31,500	-	-	\$ 31,500
Steer Loader	-	-	-	45,150	-	-	\$ 45,150
Sewer Rodder	-	-	-	33,700	-	-	\$ 33,700
Air Compressor	-	-	-	-	-	25,000	\$ 25,000
	\$ 185,200	\$ 154,100	\$ 208,900	\$ 146,450	\$ 163,000	\$ 195,000	\$ 1,052,650
<b>COMMUNITY DEVELOPMENT</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>TOTAL</b>
A 308 Outfalls 1, 2 & 10 (DEP) Follow-up Sampling	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
							\$ -
<u>Spy Pond Water Quality (Possible DEP)</u>							\$ -
Dry Weather Sampling	30,000	-	-	-	-	-	\$ 30,000
CCTV and Dye Test	30,000	-	-	-	-	-	\$ 30,000
Design	-	90,000	-	-	-	-	\$ 90,000
Construction	-	-	90,000	90,000	90,000	-	\$ 270,000
Follow-up Sampling	-	-	-	-	-	30,000	\$ 30,000
							\$ -
<u>Pavement Management Roadways</u>							\$ -
Sewer and Drain CCTV and Design Report	40,000	40,000	40,000	40,000	40,000	40,000	\$ 240,000
Sewer and Drain Design	20,000	20,000	20,000	20,000	20,000	20,000	\$ 120,000
Sewer and Drain Relining and Point Repairs	150,000	150,000	150,000	150,000	150,000	150,000	\$ 900,000
	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 240,000	\$ 1,740,000
<b>GRAND TOTAL</b>	<b>\$ 485,200</b>	<b>\$ 454,100</b>	<b>\$ 508,900</b>	<b>\$ 446,450</b>	<b>\$ 463,000</b>	<b>\$ 435,000</b>	<b>\$ 2,792,650</b>
							<b>\$ 2,792,650</b>

FY15-FY20 Capital Budget Request-Water and Sewer

<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>TOTAL</b>
<b>Water Enterprise Charges</b>							
Administrative Vehicle Replacement	\$ 25,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,500
Water Meters		-	-	-	-	-	\$ -
Water main Replacement	275,000	-	-	-	-	-	\$ 275,000
Water Main Bond Repayment		-	-	-	-	-	\$ -
Water GIS							\$ -
<b>Major Capital Equipment Replacement Costs</b>							\$ -
<i>Water</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Meters	-	143,275	147,575	152,100	156,600	-	599,550
Closed Utility Truck	-	79,275	-	-	-	-	79,275
Loader Backhoe	-	-	-	94,200	-	-	94,200
Emergency Service Van	-	-	-	30,300	-	30,000	60,300
Pickup Truck	-	-	-	30,000	37,800	-	67,800
Administrative Vehicle	-	-	-	-	-	26,000	26,000
Dump Truck	-	-	-	-	-	124,100	124,100
	<b>\$ 300,500</b>	<b>\$ 222,550</b>	<b>\$ 147,575</b>	<b>\$ 306,600</b>	<b>\$ 194,400</b>	<b>\$ 180,100</b>	<b>\$1,351,725</b>

FY15-FY20 Capital Budget Request - Capital Roads

<b>COMMUNITY DEVELOPMENT</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>TOTAL</b>
FY13 Chapter 90	\$ 799,764	\$ 799,764	\$ 799,764	\$ 799,764	\$ 799,764	\$ 799,764	\$ 799,764	\$ 5,598,348
	<b>799,764</b>	<b>\$ 5,598,348</b>						
Capital Fund-Roads	\$ 1,189,000	\$ 1,218,725	\$ 1,249,193	\$ 1,280,423	\$ 1,312,434	\$ 1,345,244	\$ 1,378,875	\$ 8,973,894
	<b>1,189,000</b>	<b>1,218,725</b>	<b>1,249,193</b>	<b>1,280,423</b>	<b>1,312,434</b>	<b>1,345,244</b>	<b>1,378,875</b>	<b>\$ 8,973,894</b>
	\$ 1,988,764	\$ 2,018,489	\$ 2,048,957	\$ 2,080,187	\$ 2,112,198	\$ 2,145,008	\$ 2,178,639	\$ 14,572,242
								<b>\$ 14,572,242</b>

FY15-FY20 Capital Budget Request - Fire ALS Revenue

FIRE DEPARTMENT	FY14	FY15	FY16	FY17	FY18	FY19	FY20	TOTAL
ALS Receipts								
EMS Equipment Stabilization	\$ 57,000	\$ 57,000	\$ 57,000	\$ 57,000	\$ 57,000	\$ 57,000	\$ 57,000	\$ 399,000

## Report of Committee on Electronic Voting at Town Meeting

Background: The Committee on Electronic Voting at Town Meeting was formed by a vote of the Annual Town Meeting on April 23, 2012. The committee's charge was to make recommendations concerning electronic voting to the Town Meeting no later than the 2013 Annual Town Meeting.

### **Article 17** **Substitute Motion**

**MOTION:** That Article 17 be referred to a committee to be called the "Committee on Electronic Voting at Town Meeting" and to consist of the Moderator, the Town Clerk, the Chair of the Board of Selectmen or such other member of said Board as the Chair may designate, the Chair of the Capital Budget Committee, the Director of Information Technology or his designee, and one Town Meeting Member to be appointed by the Town Moderator; said Committee to study the benefits, implementation procedures and issues, and potential problems associated with the use of electronic voting systems at Town Meeting, and to make recommendations concerning electronic voting to the Town Meeting no later than the Annual Town Meeting of 2013, which recommendations may include such proposed amendments to the Town Bylaws as the Committee deems appropriate.

Majority vote required for passage

ARTICLE 17 was adopted at the Belmont Annual Town Meeting held April 23, 2012 at the Belmont High School Auditorium.

Committee: The committee is made up of the following members:

Ellen O'Brien Cushman, Town Clerk  
George Hall, Town Counsel  
Anne Marie Mahoney, Chair, Capital Budget Committee  
Mark Paolillo, Chair, Board of Selectmen  
David Petto, Director of Information Technology  
Maryann Scali, Town Meeting Member  
Michael Widmer, Moderator

At its first meeting, Michael Widmer, Town Moderator, was elected chair, and Ellen O'Brien Cushman, Town Clerk, was elected clerk.

Summary Recommendation: The committee unanimously recommends that Belmont adopt the use of electronic voting at Town Meeting in specific instances, consistent with our General Bylaws.

Committee Process: The committee met five times between January and May and independently investigated the experience of other communities using electronic voting as well as the current available technology for electronic voting. At one of its meetings, the committee heard from Sandy Gadsby, Moderator of the Town of Brookline which recently introduced electronic voting.

Rationale: The committee feels there are several advantages to electronic voting – accuracy of votes, efficiency of Town Meeting, and accountability of Town Meeting Members.

Accuracy – Electronic voting ensures that the vote is accurate. There is some margin of error with standing votes. Several recent Town Meeting votes have been very close, and despite the good efforts of the tellers, there is no certainty that the vote count has been accurate.

Efficiency – Electronic votes can be completed in one or two minutes compared to 10 minutes or more for standing votes. This would increase the efficiency of Town Meeting and also encourage more frequent votes for the record without taking the time of Town Meeting.

Accountability – Electronic voting has the potential to create greater public accountability for the votes of Town Meeting Members. Electronic votes are easier to capture and record than a voice vote or standing vote.

It will be the job of the Moderator and Town Meeting Members to keep the small-town culture of Town Meeting alive by using the electronic voting mechanism as a tool merely to record, not to replace, the vigorous debate that Belmont has come to expect. The committee feels that the electronic voting process which follows will support this goal.

Electronic Voting Process: The committee recommends that electronic voting be required in three instances, per the General Bylaws of the Town and Mass. General Laws:

- 1) If the Moderator doubts the voice vote;
- 2) If the voice vote is challenged by at least seven Town Meeting Members;
- 3) If at least 35 Town Meeting Members request a roll call vote.

In addition, the committee recommends that the Moderator, at his discretion, call for an electronic vote in those instances where a two-thirds majority is required and the voice vote is not unanimous.

Using their handheld devices, Town Meeting Members would press 1 for yes, 2 for no, and 3 to abstain.

It is anticipated that the voting will take about 40 seconds with the votes of individual Town Meeting Members displayed on a scrolling screen. If a Member believes his/her vote is incorrectly recorded, the Member would call this to the attention of the Moderator so the Member could correct the vote. Only in the case of a roll call vote (per the General Bylaws)

requested by at least 35 Town Meeting Members would the votes of the individual members be saved and available to the public. In all other instances only the aggregate totals would be recorded and saved.

**Distribution of Devices:** The Town Clerk will pre-assign the handheld devices in numeric order to Town Meeting Members, alphabetically by precinct. Town Meeting Members signing in for the session will, by signature, accept responsibility for the pre-assigned device; when leaving Members will simply place the devices in a bin; Town Clerk staff will contact Members whose devices are not received.

**Display:** The screen displayed during Town Meeting will have a clock to show the time remaining for voting. The screen will also display a continuously advancing list of the individual Town Meeting Member votes (shown by precinct, two precincts at a time) as Town Meeting Members are actively voting, scrolling through at least twice during the voting time. No vote totals will be displayed on the screen during the voting period; totals will be shown after the close of the voting and declared by the Moderator. The vote total display will show: # Yes, # No, # Abstain.

#### Technical Specifications:

##### Handheld Devices

- a. Data transmission from handhelds in synchronized Frequency Hopping Spread Spectrum (FHSS) form to eliminate data transmission tampering.
- b. Transmission range minimum of 300 feet.
- c. Utilize single USB data receiver.
- d. Battery system for handhelds rechargeable NiCad, NiMH, NiZn or Li-ion.

##### Display Screen

- a. Projector minimum lumens 7000, minimum resolution 1280 X 800.
- b. Customizable templates for on-screen display and data reports.
- c. Ability to display Members present/non-present based on distribution/registration of handhelds.
- d. Presentation must be seamless, utilizing MS PowerPoint 2013.
- e. Presentation component must be compatible with Microsoft Office 2013 (Excel, Word, and PowerPoint).

**Cost:** Based on the experience of other communities, the committee believes that there would be a one-time cost of approximately \$20,000 to purchase the equipment and software. In addition, routine software upgrades would be required periodically. The equipment and software could also be used by other town departments.

**Timetable:** June 2013 – Town Meeting vote  
Summer 2013 – Distribution of specifications  
Fall 2013 – Purchase of equipment and software  
Spring 2014 – Introduction of electronic voting (including training session)

Bylaw Change: The move to electronic voting would require a small change in the Town's bylaws as follows:

Article 20: To see if the Town will vote to amend the General Bylaws of the Town of Belmont by inserting after Section 2.7.6.1 the following new Section 2.7.6.2:

2.7.6.2 Electronic Voting. Notwithstanding the provisions of the foregoing sections 2.7.6 and 2.7.6.1, subject to the availability of a system to enable electronic voting by Town Meeting Members using wireless handheld mobile devices, the Moderator may count the vote, or conduct a roll call vote, on any matter before the Town Meeting by the use of such an electronic vote counting system.

or take any other action relative thereto.

Respectfully submitted,

Michael Widmer, Chair  
Ellen O'Brien Cushman, Clerk  
George Hall  
Anne Marie Mahoney  
Mark Paolillo  
David Petto  
Maryann Scali



## Department of Public Works

### WATER SYSTEM IMPROVEMENT PROGRAM PROGRESS REPORT FOR FISCAL YEAR 2014

In 1994 the former Board of Water Commissioners, now the Water Advisory Board, commissioned 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, it was 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 should be done in increments with a completion date 30 years after commencement. This plan was approved and initially funded by the 1995 Town Meeting. This program is guided by a 20 year capital plan and currently funded with a combination of utilizing Massachusetts Water Resources Authority (MWRA) Local Pipeline Assistance Program (LPAP), Local Water System Assistance Program (LWSAP), which both are no-interest loan funds, Municipal Bond and an annual budget appropriation.

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

#### Fiscal Year 2013 – “Hawthorne Street, Irving Street and Grant Avenue Area Water Main Improvements”

Status: Contract Bid Opening: August 23, 2012  
Contract Award: SB General Contracting  
Contract Length: October 2012 to July 2013  
Engineer's Estimate: \$1,397,000.00  
Construction Contract Bid: \$931,919.42  
Program Final Cost: Project still under construction

Extent: Hawthorne Street (Trapelo Road to Harris Street) Irving Street, Harris Street, Grant Avenue (White Street to Waverley Street) Davis Road, Cambridge Street, A,B and C Street.

The 2012 - 2013 Hawthorne, Irving Street Grant Avenue water main project is scheduled to replace approximately 7,960 linear feet of unlined cast iron pipe with new 8 inch ductile iron cement lined pipe along with 20 new fire hydrants, 61 isolation valves and the transfer of 199 water services and abandonment of existing water mains and all appurtenant work within the project limits.

#### Fiscal Year 2014 – “Leonard Street Area Water Main Improvements”

Status: Contract Bid Opening: March 6, 2013  
Contract Award: Tropeano Inc.  
Contract Length: April 2013 to November 2013  
Engineer's Estimate: \$1,397,000.00  
Construction Contract Bid: \$1,109,111.00  
Program Final Cost: Project still under construction

Extent: Leonard Street: from Pleasant Street to Concord Avenue  
Concord Avenue: from Pleasant Street to Cottage Street  
Channing Road: from Leonard Street to Cross Street  
Alexander Avenue: from Pleasant Street to Claflin Street

The FY 14 "Leonard Street Area Water Main Improvement Project" is scheduled to replace approximately 5,680 linear feet of unlined cast iron pipe with new 12 inch and 8 inch ductile iron cement lined pipe along with 10 new fire hydrants, 46 isolation valves, the transfer of 65 water services and abandonment of existing water mains and all appurtenant work within the project limits.

Since the inception of the Water System Improvement Program in 1995, including the ongoing capital projects, approximately 22.4 miles of unlined cast iron water main will have been replaced 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 system total of 91miles of pipe.

## Office of Community Development

### Roads to be Reconstructed in 2013 (tentative subject to bid results)

Name	From	To	Class	PCI
<b>2013</b>				
A STREET	GRANT AVE	B&M RAILROAD	Local Road	65
B STREET	GRANT AVE	TOWN PROPERTY	Local Road	55
IRVING ST	BEECH ST	WAVERLEY ST	Local Road	54
DAVIS RD	TRAPELO RD	IRVING ST	Local Road	47
HAWTHORNE ST	TRAPELO RD	IRVING ST	Local Road	49
CAMBRIDGE ST	WAVERLEY ST	HAWTHORNE ST	Local Road	30
WHITE ST	TRAPELO RD	GRANT AVE	Local Road	50
GRANT AVE	WHITE ST	C ST	Local Road	36
C STREET	GRANT AVE	TOWN PROPERTY	Local Road	49
PARK RD	BELMONT ST	GROVE ST	Local Road	39
SPRINGFIELD ST	BELMONT ST	FAIRVIEW AVE	Local Road	40
DALTON RD	WASHINGTON ST	GROSVENOR RD	Local Road	41
HAMILTON RD	240' N OF MERRILL AV	CAMBRIDGE TOWN LINE	Local Road	35
HAMILTON RD	CONCORD AVE	240' N OF MERRILL AV	Local Road	70
SYCAMORE ST	WHITE ST	TRAPELO RD	Minor Collector 2	41
WAVERLEY ST	TRAPELO RD	HARRIS ST	Major Collector	

### Roads to be Reconstructed in 2014 (tentative subject to bid results and Belmont Center funding)

Name	From	To	Class	PCI
<b>2014</b>				
BRIGHTON ST	304' N OF SIMMONS AV	CUL-DE-SAC	Local Road	37
BRIGHTON ST	PLEASANT ST	304' N SIMMONS AV	Local Road	53
KNOWLES RD	HOLT ST	WALTHAM TOWN LINE	Local Road	32
WHITCOMB ST	LEXINGTON ST	WATERTOWN TOWN LINE	Local Road	32
WELLESLEY RD	552' E OF CRESTVIEW RD	CRESTVIEW RD	Local Road	38
WELLESLEY RD	817' W OF VILLAGE HILL RD	552' E OF CRESTVIEW RD	Local Road	47
WELLESLEY RD	VILLAGE HILL RD	817' W OF VILLAGE HILL RD	Local Road	61
FAIRVIEW AVE	PAYSON RD	SCHOOL ST	Local Road	42
HOITT RD	NEWCASTLE RD	WESTLUND RD	Local Road	62
HOITT RD	WESTLUND RD	DEAN ST	Local Road	45
BRETTWOOD RD	COMMON ST	HORACE RD	Local Road	45
RADCLIFFE RD	SCOTT RD	LAWERENCE LN	Local Road	45
RADCLIFFE RD	LAWERENCE LN	FRONTAGE RD	Local Road	46
WINN ST	CROSS ST	PLEASANT ST	Local Road	45
FALMOUTH ST	FAIRVIEW AVE	BELMONT ST	Local Road	46

**PCI** – Pavement Condition Index: the rating of the roadway on a scale of 1 to 100, 1 being the worst.

**Cushman, Ellen**

**From:** TownClerk  
**Sent:** Friday, May 31, 2013 4:46 PM  
**To:** TownClerk  
**Cc:** Cushman, Ellen  
**Subject:** For Belmont Town Meeting Members - Amendments filed by Noon Deadline Today, May 31  
**Attachments:** 2013-4-29 ATM Amendments for June 3 and 5.pdf

\*\*\*\*\*

You have received this message because you are currently a Belmont Town Meeting Member

\*\*\*\*\*

Attached, please find the amendments filed by today's Noon deadline for the upcoming Annual Town Meeting

Article 6 – Revolving Funds Amendment by Board of Selectmen (1 page)

Article 7 – Highway Upfront Funds by Alix van Geel, Precinct 7 (1 page)

Article 21 – Demolition Delay

A.

- Letter from Historic District Commission, Planning Board and Board of Selectmen (1 page)
- Amendment by Historic District Commission, Planning Board and Board of Selectmen (1 page)
- Final Bylaw after Amendment by Historic District Commission, Planning Board and Board of Selectmen (6 pages)
- REDLINE Bylaw after Amendment by Historic District Commission, Planning Board and Board of Selectmen (6 pages)

B.

- Amendment by Robert McLaughlin, Precinct 2 – to return to original Warrant version of Bylaw (1 page)
- Amendment by Board of Selectmen to the original Warrant version of Bylaw removing McLean (1 page)

C.

- Amendment by Robert McGaw , Precinct 1 – Opt – Out as filed and distributed May 22<sup>nd</sup> (1 page)
- Amendment by Robert McGaw, Precinct 1 – Cooperation as filed and distributed May 22<sup>nd</sup> (1 page)

Note:

- The Annual Town Meeting will reconvene Monday, June 3, 2013 at 7 pm at the Chenery Middle School Auditorium. If the business of the Annual Town Meeting is not concluded, the Annual Town Meeting will be continued to June 5, 2013
- The Special Town Meeting will reconvene Wednesday, June 5, 2013 at 7 pm at the Chenery Middle School Auditorium

The Moderator has determined that amendments to Article 21 Demolition Delay will accepted until Noon Monday, June 3<sup>rd</sup> . Amendments must be filed in writing with the Town Clerk; electronic submission is acceptable.

Ellen O'Brien Cushman  
Town Clerk  
455 Concord Avenue  
Belmont, MA 02478  
phone: 617-993-2604  
email: ecushman@belmont-ma.gov

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TOWN CLERK  
BELMONT, MA.

**Town of Belmont  
2013 ANNUAL TOWN MEETING**

MAY 31 11 57 AM '13

**PROPOSED AMENDMENT**

**Article 6: Authorization for Revolving Funds (Senior Programs)**  
(Filed May 29, 2013)

The following amendment is submitted by the Town Administrator on behalf of the Board of Selectmen for Town Meeting consideration under Article 6 of the Annual Town Meeting:

**MOVED:** That the Expenditure Limits for Senior Programs be increased to **\$80,000** for Fiscal Year 2014, pursuant to Chapter 44, Section 53E½ of the General Laws as printed in Article 6 of the Warrant for this Annual Town Meeting.

**Rationale for the Proposed Amendment:**

An increase in expenditure limitation is recommended due to a recent increase in program revenues and fees generated by the new fitness center, new exercise programs and various social programming offerings that are being coordinated by the Council on Aging at the Beech Street Community Center.

Article 7 - Highway Upfront  
Funds

Alix van Geel, Precinct 7

**TOWN OF BELMONT**

**2013 ANNUAL TOWN MEETING**

Submitted by Alix van Geel, Precinct 7

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TOWN CLERK  
BELMONT, MA.

MAY 29 4 09 PM '13

**Amendment to Article 7**

**MOVED:** To amend the main motion of Article 7 of the 2013 Annual Town Meeting as follows:

To add the phrase "reserving \$120,000 for sidewalk construction and repair" after the phrase "Massachusetts General Laws".

Rationale: Since the publication of the warrant, Belmont's Chapter 90 funding has been increased from an estimated \$533,176 to \$799,764. This amendment reserves a portion of this increase for sidewalk construction and repair, which otherwise has been budgeted at \$7,100 for FY2014. In FY2013, capital budget expenditures included about \$140,000 for sidewalks.

## Article 21 – Demolition Delay

### A.

- Letter from Historic District Commission, Planning Board and Board of Selectmen
- Amendment by Historic District Commission, Planning Board and Board of Selectmen
- Final Bylaw after Amendment by Historic District Commission, Planning Board and Board of Selectmen
- REDLINE Bylaw after Amendment by Historic District Commission, Planning Board and Board of Selectmen

### B.

- Amendment by Robert McLaughlin, Precinct 2 – to return to original Warrant version of Bylaw
- Amendment by Board of Selectmen to the original Warrant version of Bylaw removing McLean

### C.

- Amendment by Robert McGaw , Precinct 1 – Opt – Out as filed and distributed May 22nd
- Amendment by Robert McGaw, Precinct 1 – Cooperation as filed and distributed May 22nd

A

Article 21 - Demolition Delay  
Letter from Historic, Planning  
and Selectmen



TOWN OF BELMONT  
OFFICE OF THE TOWN ADMINISTRATOR

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May 31, 2013

Dear Belmont Town Meeting Member:

Attached please find the Substitute Motion for the Demolition Delay Bylaw for your consideration under Article 21 of the Annual Town Meeting Warrant.

This new substitute motion showing the proposed Demolition Delay Bylaw represents a significant collaborative effort by the members of the Historic District Commission, the Planning Board and the Board of Selectmen and has been reviewed by Town Counsel and members of the Bylaw Review Committee.

As Chairs of these three boards, we believe that this new Bylaw is one that our respective boards will approve and we jointly request your support in approving Article 21 when it is considered at the Annual Town Meeting. The Moderator anticipates that Article 21 will be taken up June 5<sup>th</sup> at the Chenery Middle School.

Respectfully,

Michael Smith, Co-Chair  
Historic District Commission

Sami Baghdady, Chair  
Planning Board

Mark A. Protillo, Chair  
Board of Selectmen

A

Article 21 - Demolition Delay  
Historic District Commission,  
Planning Board and Board of  
Selectmen Amendment

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BELMONT, MA.

MAY 31 11 58 PM '13

Motion to Amend Main Motion Under Article 21

MOVED: That the main motion under Article 21 be amended by striking out all of the words following "Article 35 to provide for Demolition Delay provisions" and inserting in place thereof "as set forth in 'Article 35 – Demolition Delay' dated May 31, 2103, which document has been distributed to all Town Meeting members and which is appended to this Motion as "Attachment A," and further that the Bylaw Review Committee may approve non-substantive changes to the numbering of the bylaw in order that it be in compliance with the numbering format of the General Bylaws of the Town of Belmont.

A

Article 21 - Demolition Delay  
Historic District, Planning Board &  
Selectmen  
Final Bylaw after Amendment  
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BELMONT, MA.

MAY 31 11 57 PM '13

**ARTICLE 35**  
**Demolition Delay**

**35.1 Intent and Purpose.**

This Article is adopted for the purpose of preserving and protecting Significant Buildings within the Town of Belmont that constitute or reflect distinctive features of the architectural, cultural, economic, political, or social history of the Town; and to limit the detrimental effect of demolition on the character of the Town. Through this Article, owners of Preferably Preserved Buildings are encouraged to seek out and consider alternative options that will preserve, rehabilitate or restore such Buildings; and residents of the Town are alerted to impending demolitions of Significant Buildings. By preserving and protecting Significant Buildings, this Article promotes the public welfare by making the Town a more attractive and desirable place in which to live and work. To achieve these purposes, the Belmont Historic District Commission is authorized to advise the Inspector of Buildings with respect to Demolition Permit applications.

**35.2 Definitions.**

For the purposes of this Article, the following terms shall have the following definitions:

- (a) **APPLICANT** – Any person or entity that files an Application for a Demolition Permit.
- (b) **APPLICATION** – An Application for a Demolition Permit, including the information required in Section 35.3.2.
- (c) **BUILDING** – A roofed Structure enclosing useful space.
- (d) **COMMISSION** – The Belmont Historic District Commission.
- (e) **DEMOLITION** – The removal or dismantling of a Building, in whole or substantial part, with or without the intent to replace the construction so affected. For purposes of this Article, the term “Demolition” shall not include routine maintenance, interior renovations, removal or construction of porches, decks, windows or other types of renovations for which Commission approval is generally not required.
- (f) **DEMOLITION PERMIT** – The permit required by the Inspector of Buildings for Demolition of a Building, excluding a permit required solely for the Demolition of the interior of a Building.
- (g) **INSPECTOR OF BUILDINGS** – The person authorized by law to issue Demolition Permits within the Town of Belmont.

- (h) INVENTORY – A list of Buildings, entitled *Belmont's Significant Historic Buildings Not Protected By Local Historic District Designation*, adopted, and from time to time amended, pursuant to Section 35.4. The provisions of Section 35.3 shall not be effective until the Inventory is adopted, ratified and filed in the office of the Town Clerk.
- (i) PREFERABLY PRESERVED BUILDING – Any Significant Building that the Commission determines, following a public hearing, should be preserved or rehabilitated rather than demolished.
- (j) SIGNIFICANT BUILDING – A Building that is listed on the Inventory.
- (k) STRUCTURE – Anything constructed or erected, the use of which requires fixed location on the ground.

### 35.3 Procedure.

35.3.1 No Demolition Permit for a Significant Building shall be issued until the provisions of this Article have been satisfied.

35.3.2 An Applicant proposing to demolish a Significant Building shall file with the Inspector of Buildings an Application containing the following information:

- The address of the Building to be demolished;
- The owner's name, address and telephone number;
- A description of the Building; and
- A photograph or photographs of the Building and photographs of neighboring Buildings.

If the Applicant is not the owner of the premises upon which the Building is situated, the owner must indicate, on or with the Application, his/her assent to the filing of the Application.

35.3.3 The Inspector of Buildings shall, within seven days of receipt of such Application, forward a copy thereof to the Commission.

35.3.4 Within 35 days of receipt of the Application from the Inspector of Buildings, the Commission shall hold a public hearing to determine if it is in the public interest for a Significant Building to be preserved or rehabilitated rather than demolished and, based on such determination, whether the Significant Building is a Preferably Preserved Building. Public notice of the time, place and purpose of the hearing shall be posted in a conspicuous place in the same manner as meeting notices posted in Belmont under the Open Meeting Law, MGL c.30A §20, for a period of not less than seven days prior to the hearing date. The Inspector of Buildings, the Applicant and the owner of the Building (if different from the Applicant) shall be

notified in writing of the meeting time and place no less than 14 days prior to the hearing date.

- 35.3.5 Within 10 days of the first date of such Public Hearing, the Commission shall provide written notification to the Inspector of Buildings and the Applicant as to its determination of whether the Significant Building is a Preferably Preserved Building. If agreed to in writing by the Applicant, the determination of the Commission and notification to the Inspector of Buildings may be postponed to a specified date. If the Commission does not provide written notification to the Inspector of Buildings and the Applicant of its determination in writing by such deadline, then the Inspector of Buildings may issue the Demolition Permit.
- 35.3.6 If the Commission determines that the Significant Building is not a Preferably Preserved Building, the Commission shall so notify the Inspector of Buildings and Applicant in writing. The Inspector of Buildings may then issue the Demolition Permit.
- 35.3.7 If the Commission determines that the Significant Building is a Preferably Preserved Building, a Demolition Permit may thereafter be issued no sooner than six months for residential Buildings and 12 months for commercial, institutional, and religious Buildings after the date that the Application was filed with the Inspector of Buildings, unless a shorter time is otherwise authorized by the Commission based on its finding that the intent and purpose of this Article, as provided in Section 1 hereof, will be adequately served. If a Building is of mixed use, having both residential and commercial, institutional or religious uses, then the relevant delay for issuance of a Demolition Permit shall be the longer of the applicable delay periods.
- 35.3.8 In computing any period of time prescribed in this Article, the day of the act, event, or default after which the designated period begins to run shall not be included. The last day of the period so computed shall be included, unless it is a Saturday, a Sunday or a legal holiday, in which event the period runs until the end of the next business day.

#### **35.4 Administration.**

- 35.4.1 The Commission may adopt such rules and regulations as are necessary to administer the provisions of this Article, but may not increase the length of the delay period stated herein.
- 35.4.2 Except as otherwise provided in this Section, the Commission shall adopt the Inventory, and thereafter may add Buildings to or remove Buildings from the Inventory, upon a written determination, based on substantial evidence presented at a public hearing, as to whether the Buildings to be included in or removed from the Inventory are historically significant. Such determination shall be made by a majority vote of the Commission's members and shall include a statement of the

reasons therefor. Such vote shall be deemed to be a final decision of the Commission when the written determination is filed with the Town Clerk, but shall become effective only with respect to those Buildings identified in a ratification vote of the Board of Selectmen and only upon the filing thereafter of a complete copy of the adopted or amended Inventory, as ratified, with the Town Clerk. The Board of Selectmen may ratify the Inventory, or any decision by the Commission to add or remove Buildings to be included in or removed from the Inventory, in whole or in part. The Owners of record of Buildings proposed for such listing or removal shall receive written notice of the time and place of the public hearing no less than 14 days in advance thereof. Public notice of the time, place and purpose of the hearing shall be posted in a conspicuous place in the same manner as meeting notices posted in Belmont under the Open Meeting Law, MGL c.30A, §20, for a period of not less than seven days prior to the date of said hearing.

35.4.3 The Demolition of a Building following the issuance of a Demolition Permit shall automatically result in the removal of such Building from the Inventory.

35.4.4 The Commission may not add to the Inventory any Building for which an application for a Demolition Permit is pending, or a Demolition Permit has been issued and is in effect.

### **35.5 Responsibility of Applicants.**

35.5.1 The owner of a Significant Building for which a Demolition Permit is being sought shall:

- Provide such information as is reasonably requested by the Commission in connection with its consideration of whether the Significant Building is a Preferably Preserved Building;
- Allow exterior access to the property on which the Significant Building is located, as reasonably requested by the Commission; and
- Secure the Significant Building, if vacant, to the satisfaction of the Inspector of Buildings until a Demolition Permit is issued.

An Applicant who has applied for a Demolition Permit for a Preferably Preserved Building shall:

- Participate in the investigation of preservation options for the Preferably Preserved Building; and

- Reasonably cooperate with the Commission and any interested parties in seeking alternatives to the Demolition of the Preferably Preserved Building.

35.5.2 If the owner of a Significant Building fails to secure the Building to the satisfaction of the Inspector of Buildings, the subsequent destruction of the Building through any cause shall be considered a voluntary Demolition in violation of this Article if such destruction could have been prevented by the required security measures.

### **35.6 Emergency Demolition.**

35.6.1 Nothing in this Article shall restrict the Inspector of Buildings from ordering the immediate Demolition, in accordance with applicable law, of any Building in the event of imminent danger to the safety of the public. In the event that the Inspector of Buildings is informed that a Significant Building is dangerous to life or limb, or otherwise may be subject to a removal order, the Commission shall be notified and, where practicable, the Commission or its designee shall be allowed to accompany the Inspector of Buildings during the inspection of the Building.

35.6.2 As soon as practicable after the Inspector of Buildings has issued an emergency Demolition order for a Significant Building, a copy of such order shall be provided to the Commission, together with copies of all documentation relevant thereto.

### **35.7 Enforcement and Remedies.**

35.7.1 The Commission and/or the Inspector of Buildings are each specifically authorized to institute any and all actions and proceedings, in law or equity, as either of them may deem necessary and appropriate to obtain compliance with the requirements of this Article or to prevent a threatened violation thereof.

35.7.2 Any owner of a Significant Building that is demolished without first obtaining a Demolition Permit in accordance with the provisions of this Article shall be subject to a penalty of \$300.00. Each day that such violation exists until a faithful restoration of the demolished Significant Building or other remediation or remediation plan has been approved by the Commission shall constitute a separate offense. The Inspector of Buildings may enforce this Article by non-criminal disposition as provided in MGL c.40, §21D.

35.7.3 If a Significant Building is voluntarily demolished without first obtaining a Demolition Permit in accordance with the provisions of this Article, no building permit authorizing construction on the lot on which the Building was located or on any adjoining lot under common ownership therewith shall be issued for a period of two years from the date of the Demolition, unless agreed to by the Commission.

### **35.8 Severability**

If any provision of this Article shall be found invalid for any reason, such invalidity shall be construed as narrowly as possible, and the balance of the Article shall be deemed to be amended to the minimum extent necessary, so as to secure the purposes thereof, as set forth in Section 35.1.

## **ARTICLE 35**

### **Demolition Delay**

#### **35.1 Intent and Purpose.**

This Article is ~~enacted~~adopted for the purpose of preserving and protecting Significant Buildings within the Town of Belmont that constitute or reflect distinctive features of the architectural, cultural, economic, political, or social history of the Town; and to limit the detrimental effect of demolition on the character of the Town. Through this Article, owners of Preferably Preserved Buildings are encouraged to seek out and consider alternative options that will preserve, rehabilitate or restore such Buildings; and residents of the Town are alerted to impending demolitions of Significant Buildings. By preserving and protecting Significant Buildings, this Article promotes the public welfare by making the Town a more attractive and desirable place in which to live and work. To achieve these purposes, the Belmont Historic District Commission is authorized to advise the Inspector of Buildings with respect to ~~demolition permit~~Demolition Permit applications. ~~The issuance of demolition permits is regulated as provided by this Article.~~

#### **35.2 Definitions.**

For the purposes of this Article, the following terms shall have the following definitions:

- (a) APPLICANT – Any person or entity that files an Application for a ~~demolition permit. If the Applicant is not the owner of the premises upon which the Building is situated, the owner must indicate on or with the Application his/her assent to the filing of the Application.~~Demolition Permit.
- (b) APPLICATION – An Application for a Demolition Permit, including the information required in Section 35.3.2.
- (c) BUILDING – ~~Any~~A roofed Structure ~~used or intended for supporting or sheltering any use or occupancy~~enclosing useful space.
- (d) COMMISSION – The Belmont Historic District Commission.
- (e) DEMOLITION – ~~Any act of pulling down, destroying, removing, or razing~~The removal or dismantling of a Building ~~or commencing the work of total, in whole~~ or substantial ~~destruction~~part, with ~~or without~~ the intent of ~~completing the same~~to replace the construction so affected. For ~~the~~ purposes of this ~~section~~Article, the term “Demolition” shall not include routine maintenance, interior renovations, removal or construction of porches, decks, windows or other types of renovations for which ~~commission~~Commission approval is generally not required.

- (f) DEMOLITION PERMIT – The permit required by the Inspector of Buildings for ~~Demolition or substantial~~ Demolition of a Building, excluding a permit required solely for the Demolition of the interior of a Building.
- (g) INSPECTOR OF BUILDINGS – The person authorized by law to issue Demolition Permits within the Town of Belmont.
- (h) INVENTORY – ~~The attached~~ A list of Buildings, entitled *Belmont's Significant Historic Buildings Not Protected By Local Historic District Designation*, ~~shall be kept on file in the Town Clerk's office and may be adopted, and from time to time~~ amended, pursuant to Section ~~35.4.2 of this Article.~~ ~~The Inventory shall be made available to the public~~ 35.4. The provisions of Section 35.3 shall not be effective until the Inventory is adopted, ratified and filed in the office of the Town Clerk.
- (i) PREFERABLY PRESERVED BUILDING – Any Significant Building ~~with respect to which~~ that the Commission determines, following a public hearing, ~~that it is in the public interest for such Building to~~ should be preserved or rehabilitated rather than demolished.
- (j) SIGNIFICANT BUILDING – A Building that is listed on the Inventory.
- (k) STRUCTURE – ~~Any~~ Anything constructed, ~~erected or placed material or combination of materials in or upon the ground, excluding sidewalks, stairs and paving on streets, driveways, parking areas, and patios~~ or erected, the use of which requires fixed location on the ground.

### 35.3 Procedure.

- 35.3.1 No Demolition Permit for a Significant Building shall be issued ~~without following~~ until the provisions of this Article ~~35.~~ have been satisfied.
- 35.3.2 An Applicant proposing to demolish a Significant Building shall file with the Inspector of Buildings an Application containing the following information:
- The address of the Building to be demolished;
  - The owner's name, address and telephone number;
  - A description of the Building; and
  - A photograph or photographs of the Building and photographs of neighboring Buildings.

If the Applicant is not the owner of the premises upon which the Building is situated, the owner must indicate, on or with the Application, his/her assent to the filing of the Application.

- 35.3.3 The Inspector of Buildings shall, within seven ~~(7)~~ days of receipt of such Application, forward a copy thereof to the Commission.
- 35.3.4 ~~After receipt of the Application, the Commission shall hold a public hearing within thirty-five (35)~~ Within 35 days of receipt of ~~said~~the Application from the Inspector of Buildings ~~to determine if, the Commission shall hold a public hearing to determine if it is in the public interest for a Significant Building to be preserved or rehabilitated rather than demolished and, based on such determination, whether~~ the Significant Building is a Preferably Preserved Building. Public notice of the time, place and purpose of the hearing shall be posted in a conspicuous place in the same manner as meeting notices posted in Belmont under the Open Meeting Law, ~~Chapter MGL c.30A, Section §20, of the General Laws,~~ for a period of not less than seven ~~(7)~~ days prior to the ~~date of said hearing, and the date.~~ The Inspector of Buildings ~~and,~~ the Applicant and the owner of the Building (if different from the Applicant) shall be notified in writing of the meeting time and place no less than ~~fourteen (14)~~ days ~~in advance~~prior to the hearing date.
- 35.3.5 Within ~~ten (10)~~ days of the first date of such Public Hearing, the Commission shall provide written notification to the Inspector of Buildings and the Applicant as to its determination of whether the Significant Building is a Preferably Preserved Building. If agreed to in writing by the Applicant, the determination of the Commission and notification to the Inspector of Buildings may be postponed to a ~~later~~specified date. If the Commission does not ~~notify~~provide written notification to the Inspector of Buildings and the Applicant of its determination in writing ~~within ten (10) days of the first date of such Public Hearing, or such later date as agreed by the Applicant~~by such deadline, then the Inspector of Buildings may issue the Demolition Permit.
- 35.3.6 If the Commission determines that the Significant Building is not a Preferably Preserved Building, the Commission shall so notify the Inspector of Buildings and Applicant in writing. The Inspector of Buildings may then issue the Demolition Permit.
- 35.3.7 If the Commission determines that the Significant Building is a Preferably Preserved Building, a Demolition Permit may thereafter be issued no sooner than six ~~(6)~~ months for residential ~~buildings~~Buildings and ~~twelve (12)~~ months for commercial, institutional, and religious ~~buildings~~Buildings after the date that the Application was filed with the Inspector of Buildings, unless a shorter time is otherwise authorized by the Commission based on its finding that the intent and purpose of this Article, as provided in Section 1 hereof, will be adequately served. If a ~~building~~Building is of mixed- use, having both ~~(i)~~ residential, and ~~(ii)~~ commercial, institutional or religious uses, then the relevant delay for ~~the~~ issuance of a Demolition Permit shall be the longer of the applicable delay periods.
- 35.3.8 ~~The day from~~ In computing any period of time prescribed in this Article, the day of the act, event, or default after which ~~at~~ the designated period ~~runs is~~

~~excluded~~ begins to run shall not be included. The last day ~~is~~ of the period so computed shall be included, unless it is a ~~municipal, state or federal holiday, or a Saturday or, a Sunday or a legal holiday,~~ in which ~~case~~ event the period runs ~~to~~ until the end of the next business day.

#### 35.4 Administration.

35.4.1 The Commission may adopt such rules and regulations as are necessary to administer the provisions of this Article, but may not increase the length of the delay period stated herein.

35.4.2 ~~The~~ Except as otherwise provided in this Section, the Commission shall adopt the Inventory, and thereafter may add ~~properties to the Inventory by obtaining a majority vote of approval of Town Meeting. The Commission shall hold a public hearing at least thirty (30) days prior to the Town Meeting vote on the matter. Owners of record of buildings~~ Buildings to or remove Buildings from the Inventory, upon a written determination, based on substantial evidence presented at a public hearing, as to whether the Buildings to be included in or removed from the Inventory are historically significant. Such determination shall be made by a majority vote of the Commission's members and shall include a statement of the reasons therefor. Such vote shall be deemed to be a final decision of the Commission when the written determination is filed with the Town Clerk, but shall become effective only with respect to those Buildings identified in a ratification vote of the Board of Selectmen and only upon the filing thereafter of a complete copy of the adopted or amended Inventory, as ratified, with the Town Clerk. The Owners of record of Buildings proposed for such listing or removal shall receive written notice of the time and place of ~~such~~ the public hearing no less than ~~fourteen (14) days in advance of said public hearing thereof.~~ Public notice of the time, place and purpose of the hearing shall be posted in a conspicuous place in the same manner as meeting notices posted in Belmont under the Open Meeting Law, ~~Chapter MGL c.30A, Section §20, of the General Laws,~~ for a period of not less than seven ~~(7)~~ days prior to the date of said hearing.

35.4.3 The Demolition of a Building following the issuance of a Demolition Permit shall automatically result in the removal of such Building from the Inventory.

35.4.4 The Commission may not add to the Inventory any Building for which an application for a Demolition Permit is pending, or a Demolition Permit has been issued and is in effect.

#### 35.5 Responsibility of ~~Owners~~ Applicants.

35.5.1 The owner of a Significant Building ~~who has applied~~ for which a Demolition Permit is being sought shall:

- Provide such information as is reasonably requested by the Commission in connection with its consideration of whether the Significant Building is a Preferably Preserved Building ~~within the bounds of this Bylaw~~;
- Allow exterior access to the property on which the Significant Building is located, as reasonably requested by the Commission; and
- Secure the Significant Building, if vacant, to the satisfaction of the Inspector of Buildings until a Demolition Permit is issued~~;~~.

An Applicant who has applied for a Demolition Permit for a Preferably Preserved Building shall:

- Participate in the investigation of preservation options for athe Preferably Preserved Building; and
- ~~Cooperate~~Reasonably cooperate with the Commission and any interested parties in seeking alternatives to the Demolition of athe Preferably Preserved Building.

35.5.2 If the owner of a Significant Building fails to secure the Building to the satisfaction of the Inspector of Buildings, the subsequent destruction of the Building through any cause, ~~which destruction could have been prevented by the required security measures~~, shall be considered a voluntary Demolition in violation of this Article if such destruction could have been prevented by the required security measures.

**35.6 Emergency Demolition<sub>2</sub>**

35.6.1 Nothing in this Article shall restrict the Inspector of Buildings from ordering the immediate Demolition<sub>2</sub> in accordance with applicable law<sub>2</sub> of any Building in the event of imminent danger to the safety of the public. In the event that the Inspector of Buildings is informed that a Significant Building is dangerous to life or limb, or otherwise may be subject to a removal order, the Commission shall be notified and, where practicable, the Commission or its designee shall be allowed to accompany the Inspector of Buildings during the inspection of the Building.

35.6.2 As soon as practicable after the Inspector of Buildings has issued an emergency ~~demolition~~Demolition order for a Significant Building, a copy of such order shall be provided to the Commission, together with copies of all documentation relevant thereto.

**35.7 Enforcement and Remedies<sub>2</sub>**

35.7.1 The Commission and/or the Inspector of Buildings are each specifically authorized to institute any and all actions and proceedings, in law or equity, as

~~they~~either of them may deem necessary and appropriate to obtain compliance with the requirements of this Article or to prevent a threatened violation thereof.

35.7.2 Any owner of a Significant Building ~~which~~that is ~~voluntarily~~ demolished without first obtaining a Demolition Permit in accordance with the provisions of this Article shall be subject to a penalty of ~~Three Hundred Dollars (\$300.00)~~\$300.00. Each day that such violation exists ~~shall constitute a separate offense~~ until a faithful restoration of the demolished Significant Building or other remediation or remediation plan has been approved by the Commission. ~~This subsection may be enforced by the~~ shall constitute a separate offense. The Inspector of Buildings may enforce this Article by non-criminal disposition as provided in ~~Ch. MGL c. 40, Section §21D of the General Laws.~~

35.7.3 If a Significant Building is voluntarily demolished without first obtaining a Demolition Permit in accordance with the provisions of this Article, no building permit authorizing construction on the lot on which the Building was located or on any adjoining lot under common ownership therewith shall be issued for a period of two ~~(2)~~ years from the date of the Demolition, unless agreed to by the Commission.

### 35.8 Severability

If any provision of this Article shall be found invalid for any reason, such invalidity shall be construed as narrowly as possible, and the balance of the Article shall be deemed to be amended to the minimum extent necessary, so as to secure the purposes thereof, as set forth in Section 35.1.”

~~*(Insert “Belmont’s Significant Historic Buildings Not Protected by Local Historic District Designation”)*~~

RECEIVED  
TOWN CLERK  
BELMONT, MA.

MAY 31 11 24 AM '13

**Cushman, Ellen**

**From:** Bob McLaughlin SR. [remsr@gilmac.com]  
**Sent:** Friday, May 31, 2013 11:15 AM  
**To:** TownClerk  
**Subject:** Substitute Motion Article 21 Annual Town Meeting  
Madam Town Clerk,

Please accept for filing a substitute motion under Article 21 in the warrant for the 2013 Annual Town Meeting as set forth below.

**MOVED:** To amend the main Motion under Article 21 (General Bylaws – Demolition Delay) by amending the General Bylaws of the Town of Belmont by adding a new Article 35 in the form and in the text as Article 21 was originally printed in the 2013 Annual Town Meeting Warrant that was distributed to the Town Meeting members.

And to add further to the printed text, the following phrase:

And further that the Bylaw Review Committee may approve non-substantive changes to the numbering of this bylaw in order that it be in compliance with the numbering format of the General Bylaws of the Town of Belmont.

Respectfully submitted,

/s/ Robert E. McLaughlin, Sr.  
Town Meeting Member – Precinct 2

**RATIONALE:** The purpose of the substitute motion is to obviate a procedural question and to allow the Annual Town Meeting to act on a Motion under Article 21 (Demolition Delay) in the form and with the text as originally proposed in the annual warrant published and distributed to all Town Meeting members.

B

Article 21 - Demolition Delay  
Board of Selectmen - Removing McLean  
Amendment to ORIGINAL Main Motion

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TOWN CLERK  
BELMONT, MA.

MAY 31 11 57 PM '13

Motion to Amend the Original Main Motion Under Article 21

MOVED: That the main motion under Article 21 be amended by striking from the list labeled "Belmont's Significant Historic Buildings Not Protected by Local Historic District Designation" as published in the Warrant for this meeting and distributed to Town Meeting Members, all of the McLean properties at 115 Mill Street.



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TOWN CLERK  
BELMONT, MA.

MAY 22 12 45 PM '13

**Robert E. McGaw**

23 Louise Road • Belmont • Massachusetts 02478-3922

617-484-6518 [robert.mcgaw@gmail.com](mailto:robert.mcgaw@gmail.com)

Town Clerk  
Town of Belmont  
Belmont Town Hall  
Belmont, MA 02478

Amendment of Substitute Motion for Warrant Article 21

Dear Ms. Cushman:

I previously submitted an amendment to Warrant Article 21 to provide a so-called "opt-out" provision. In as much as the By-Law Review Committee has submitted a Substitute Motion for Warrant Article 21, I am withdrawing my earlier amendment and am submitting instead an amendment to the Substitute Warrant Article 21, as follows:

Amend Substitute Motion for Warrant Article 21, by inserting a new Section 35.4.2, renumbering Sections 35.4.2 through 35.4.5, and adding Section 35.9, as follows:

35.4.2 The Commission shall, by certified mail return receipt requested, send a written notice to each owner of record of each of the Buildings listed in the Inventory, enclosing a copy of this Article and expressly stating that the owner has 60 days after receipt of the notice to elect to have the Building excluded from the Inventory, such election to be accomplished by delivering to the Town Clerk a letter signed by the owner (or the owner's representative or attorney) stating such election. Thereafter, the Commission shall reissue the Inventory, excluding therefrom all Buildings that owners have duly elected to exclude.

Renumber 35.4.2 through 35.4.4 as 35.4.3 through 35.4.5.

**35.9 Effective Date**

This Article shall be effective 90 days after the Commission has filed with the Town Clerk a certificate that it has sent the notice required by Section 35.4.2.

Sincerely,

Robert E. McGaw



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TOWN CLERK  
BELMONT, MA.

MAY 22 12 45 PM '13

Robert E. McGaw

23 Louise Road • Belmont • Massachusetts 02478-3922

617-484-6518 [robert.mcgaw@gmail.com](mailto:robert.mcgaw@gmail.com)

Tuesday May 21, 2013

Town Clerk  
Town of Belmont  
Belmont Town Hall  
Belmont, MA 02478

Amendment of Warrant Article 21, "Demolition Delay."

Dear Ms. Cushman:

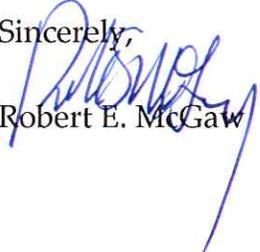
Set forth below is an amendment I am hereby proposing to Article 21 of the Warrant for the 2013 Annual Town Meeting as well as to Article 21 as set forth in the Bylaw Review Committee's Substitute Article. The purpose of my amendment is to add some definition to what is meant by "cooperation," what is meant by "interested persons," and to avoid needlessly drawing out the delay period if there are no reasonable alternatives.

Amendment to Warrant Article 21 "Demolition Delay"

Amend the proposed Article 35 of the General Bylaws by substituting the following bulleted paragraph for the fifth bulleted paragraph in Section 35.5.1 of the proposed Bylaw.

- Reasonably cooperate with the efforts of the Commission, any charitable organizations whose primary purpose is the preservation of buildings, and any parties in interest (as defined in Section 7.6.3(a) of the Belmont Zoning Bylaw), to seek alternatives to the Demolition of a Preferably Preserved Building, but the Applicant is not required to initiate any legal or administrative proceedings or to incur economic loss or additional delay in connection with the alternatives. If the Commission determines that no alternatives reasonably exist, the delay period provided in Section 35.3.7 shall end and the Inspector of Buildings may issue the Demolition Permit.

Sincerely,

  
Robert E. McGaw