



Town of Belmont
Town Administration's Fiscal Year 2015 Budget Recommendation

February 10, 2014

BELMONT PUBLIC LIBRARY

OVERVIEW:

Budget Overview:

FY14 Budget	FY15 Budget	\$ Change	% Change	FY15 FTE's:
\$2,025,190	\$2,085,071	\$59,881	2.96%	23.58

OVERVIEW:

Program Responsibilities:

The library has five primary areas:

- **Circulation Services** is the main public service point in the library. Staff is responsible for the circulation of all print and audiovisual material and the return of all materials owned by the Belmont Library and materials from libraries in and outside the network. Other services handled are renewals of materials, payment of fines, reserves, patron registrations, and displays. The circulation staff handled 2,722 items on a daily basis in FY13.
- **Adult/Reference Services** is a public service department where professional librarians assist users with advice on library collections and services, assist patrons with access to the internet, provide instruction in downloading ebooks and audiobooks to various devices, provide expertise on multiple kinds of information from many sources and direction to library materials. The staff also provides programs and workshops, and select books, eBooks, databases and other materials (print and non-print) for the adult and reference collections. In FY13, the total attendance for adult programs was 1,599. The Technology Librarian (webmaster) maintains the website, all the PCs - public and staff, software licenses and the server, eReaders (16), copiers and

printers; troubleshoots all equipment; and conducts instructional classes for the public and trains staff on technology.

- **Young Adult Services Librarian** provides library and information services to students in grades seven through high school and selects appropriate materials for the collection. Collaborating with the schools is a priority. Other services provided are programs and workshops, homework help, summer reading, book discussions, reading lists, and a Teen Page on the website. In FY 13, the total attendance for Young Adult programs was 772.
- **Children's Services** provides library and information services to young children from infancy to grade six. The staff select a user-appropriate collection of materials in all formats. The department offers a variety of programs including story times, music and movement, science demonstrations, magic shows, and book groups. In FY13 10,805 children and caregivers attended these programs.
- **Technical/Processing Services** is the department which prepares new materials for the patrons to checkout. The department is responsible for the acquisition, cataloging, data entry, processing and withdrawal of items from the collection. Staff handled 28,298 items in FY13. They process all the mail including correspondence, packages, bills and invoices, magazines and newspapers.



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FY15	Salaries	Benefits	Other* Expenses	Total
Circulation Services	\$229,585	\$33,074	\$165,819	\$428,478
Adult Services	\$396,328	\$80,438	\$166,614	\$643,380
Young Adult Services	\$55,107	\$847.00	\$26,489	\$82,443
Children's Services	\$179,943	\$20,398	\$87,677	\$288,018
Technical Processing	\$158,982	\$53,164	\$89,267	\$301,413
Administration	\$224,964	\$27,638	\$88,737	\$341,339
Totals	\$1,244,909	\$215,559	\$624,603	2,085,071

Staffing:

The proposed FY15 library budget has 23.58 FTEs.

Budget:

The proposed budget for FY15 is \$2,085,071. Of the total amount, Circulation Services is 21%, Adult Services is 31%, Young Adult Services is 4%, Children's Services is 14% and Technical Services is 14%. Administration makes up 16 % of the total budget.

Program Outcomes/ Performance Indicators:

The department indicators are primarily patron satisfaction, success rate, percentage increases or decreases, and time completed.

FY14 Accomplishments:

- Overdrive statistics continue to increase. In calendar 2012, the annual circulation for downloadable ebooks and audiobooks was 11,440. The number through November 2013 is 11,569 items.

- Planning for the Library's fifth One Book One Belmont program co-sponsored by the Friends of the Library and twelve community groups to be held Spring 2014 has been completed.
- The Young Adult librarian and the recently appointed High School librarian meet regularly. The Young Adult librarian recommends books to be added to the high school library; both librarians coordinate purchases for the reference collections and databases in the town and school libraries.
- The Young Adult librarian visited most of the seventh and eighth grade classes and continues to work with the sixth graders and the Chenery PTO.
- The Young Adult Department has implemented "Book a Librarian" for students. This program offers students the opportunity to work individually with a librarian for a half hour appointment to assist with major student reports.
- The Young Adult department now has a collection of high school textbooks for in-library use (subjects include Math, Science, History, Psychology) for students who leave their textbooks in school.
- The Children's Librarian conducted story times at the Town summer camp and at the Farmers' Market. This very successful program will be held again next summer.



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- The Coordinator of Children's Services met with the School Department's Elementary English Language Arts and Social Studies Specialists to discuss opportunities for outreach to the Butler School children. As a result, the Children's Services Coordinator met with the Butler first and second grade teachers and then visited the kindergarten and first grade classes. All the students received a library fun-packet and a library card application to take home.
- The Children's department added three iPad stations to the Children's Early Literacy Area.
- The Library continues to circulate 31 Kindles - 16 adult, 5 young adult, 10 children; titles are added quarterly to each device to keep pace with patrons' needs and interest.
- The Library held three very successful Makey Makey Invention workshops. Makey Makey is a small circuit board with a set of alligator clips that works with any object to conduct electricity to control a computer. Fruits and vegetables have been very popular objects used. Workshop attendees' ages ranged from nine to eighty.
- The Technology and Reference librarians continue to hold one-on-one and group instructional classes on portable devices (Kindle, Nook, iPad), as well as classes on Zinio, a new database offering full digital copies of popular magazines, accessible on a computer or mobile device.
- The Young Adult Department expanded its "Teen Techs" program to include all types of computer instruction (Excel, Facebook, Word, etc.); the program also assists individuals with hand held devices and with downloading ebooks from Overdrive.
- Added Pinterest to the list of social media (Twitter, Flickr, Facebook) used to promote Library services.
- All departments now add Quick Response (QR) codes to materials that link to the Library's electronic resources and to flyers when appropriate.
- Developed a pilot program of loaning Netbooks for patron use within the Library.
- Completed an inventory and evaluation of the third floor locked stacks and the Belmont author collections as part of the Library's redefining space initiative.
- Created "Fun Packets" as part of our outreach program for children and adults who are new to the Library. These bags which contain an informational brochure, bookmark, magnet or key chain flashlight, and pen or pencil have been well-received.
- Completed the FY15 Long Range Plan Action Items and submitted the document to the Massachusetts Board of Library Commissioners in October 2013.
- Participated once again in Town Day and Meet Belmont events.



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- Friends of the Library held the annual pre-Book Sale event for all Belmont teachers. Over a thousand books were donated to the schools.
- Installed new tile flooring in the lower level of the Library. Painted the lower level ceilings and walls.
- Completed the outside painting (sills, trim) of the brick Library building.

Department Budget:

Below is a brief summary of changes above 5% for non-salary items:

Repair and Maintenance of Library Building – Included in this line item is \$48,400 to have the interior of the Library painted. Also included is a rough estimate (based on figures from last year) to have data lines moved/added for \$6,250 and new electrical wiring and outlets installed for \$5,700 to reconfigure the public computer stations to provide a less crowded space. Overall, this line item has been increased by \$8,055 in FY15.

Telephone – Included in this line item is an additional \$1,400 to upgrade the bandwidth for the wireless access.

Professional Services-Data Processing/Computer - Included in this line item is \$49,515 for the MLN contract, \$3,500 for a new software product and an upgrade to CybraryPrint, and \$2,660 for maintenance contracts. Overall, this line item has been increased by \$4,696 in FY15.

Books and Periodicals – This line item has been increased by \$13,965 or five percent in FY15.

The chart below estimates the functional costs for the Library. Salaries represent direct payments to employees. The Benefits, which include health insurance, workers compensation, and the town's Medicare match, are allocated on a percentage basis. The "Other" cost component, based on a percentage for each of the Functions, includes utilities, office supplies, maintenance, equipment, training, computer services, postage, and materials.

Circulation FTE FY13	Circulation	Population	FTE	Circulation FTE
Belmont	538,926	24,729	23.58	22,855
Natick	518,340	33,006	44.2	11,727
Watertown	630,595	31,915	34.04	18,525
Arlington	671,331	42,844	33.43	20,082
Winchester	531,088	21,374	24.83	21,389
Concord	424,987	17,668	29.64	14,338

Staffing and Structure:

Circulation Services consists of a supervisor, two full-time circulation assistants and two part-time (25 hours) circulation assistants. The department also has a number of temporary staff (non-union) who helps cover the seven days, sixty-eight hours that the library is open each week.

Adult/Reference Services consists of a Coordinator and four full-time librarians, one of whom is assigned part-time to Technical Services; all report to the Coordinator of Adult Services. The Young Adult librarian who covers the Reference Desk part-time also reports to the Coordinator. The Technology Librarian also



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covers the Reference Desk but reports to the Library Director. The Department has some temporary staff who helps cover the Reference Desk during the sixty-eight hours open. All librarians must have a Master's Degree in Library Science. All public service staff are required to work a minimum of one evening a week and at least one Saturday per month, while some work every third, and some every other Saturday.

Children's Services consist of a Coordinator and one full-time Children's Librarian. The department has one part-time (25 hours) library assistant and some temporary staff who help cover the seven day a week openings.

Technical Services consists of a Coordinator and two full-time library assistants. The Coordinator is a librarian who also helps cover the reference desk one evening a week and when necessary. There is one temporary staff member who works 12 hours per week. The department is open 35 hours a week.

Administration consists of the Library Director, the Administrative Assistant, and the Head Custodian. All work 40 hours per week while the Director often works additional hours with evening meetings, etc. There is a temporary custodian who covers weekends and vacation. MP Cleaning Company, a contractual cleaning service, also covers 44 hours per week.

Over the past several years, the Library's capacity to service Belmont has been impacted by the budget allocated the Library. The following are some of the staffing reductions necessitated by budget constraints imposed on the Library:

Since Proposition 2 1/2, the total library staff has decreased by 32% while circulation doubled to a half a million plus items. Before Proposition 2 1/2 the library had 31 FTEs. Today we have 23.58 FTEs.

The circulation numbers in the chart below only include items checked out for FY13. Return items are not included.

	Circulation	Adult	Young Adult	Children's	Tech	Admin	Total
Librarians	0.00	6.29	1.00	2.00	1.00	0.00	10.29
Clerks	6.26	0.00	0.00	1.31	2.37	0.00	9.94
Mgmt	0.17	0.15	0.03	0.07	0.05	1.53	2.00
Custodial	0.30	0.20	0.20	0.20	0.20	0.25	1.35
Total	6.73	6.64	1.23	3.58	3.62	1.78	23.58



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

Program: ADULT SERVICES

1. Goal: Collection Development - Maintain a strong print collection while providing new media & online resources to meet patrons' changing needs and interests.

- Read reviews, keep up-to-date with electronic resources and media in order to select new print and non-print materials for the adult collection to meet the needs and interests of the patrons.
- Use circulation reports and patron interests, withdraw items from the adult print and non-print collection that no longer circulate, are no longer relevant or have outdated information.

2. Program Outcome: In FY13 the library exceeded its goal for withdrawing materials. The FY13 adult projection for withdrawals was 6,500 items. The actual number was 17,600. Withdrawing materials became the number one priority for the adult department due to the space constraints within department. The projection for FY15:

- approximately 8,000 items (7%) will be added to the adult collection.
- approximately 5,000 items (4.6%) will be discarded from the adult collection.

3. Description:

Adult/Reference Services Overview:

- Select books, databases and other materials for the adult and reference collections
- Keep up-to-date on the development of electronic resources and other new media
- Maintain general reference, fiction and non-fiction collections
- Manage audio visual collection including music compact discs, talking books, videos, DVDs
- Answer information and reference questions in person, over the phone and by email
- Instruct patrons in the use of the Internet, the online catalog and other online databases
- Maintain and update the library website
- Initiate and facilitate appropriate programs for library patrons



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4. Performance Chart:

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	5.40	5.40	5.40	5.40
Department Expenditures	\$128,091	\$108,294	\$108,294	\$108,294
OUTPUTS				
# of adult items to be added	8,372	7,900	7,900	8,000
# of adult items to be withdrawn	17,600	5,850	5,800	5,000

PROGRAM - YOUNG ADULT SERVICES

1. Goal: Collection Development – Maintain a strong print collection while providing new media and online resources to meet patrons' changing needs and interests.

- Read reviews, keep up-to-date with electronic resources and media, and keep up-to-date with the school curriculum for homework support in order to select new print and non-print materials for the Young Adult collection to meet the information needs and leisure reading/viewing of the students in grades seven through twelve.
- Using circulation reports, school curriculum, and students interests, withdraw items from the Young Adult print and non-print collection that no longer circulate, are no longer relevant or have outdated information.

2. Program Outcomes: In FY13 projections for this goal were exceed. The Young Adult librarian became full-time in FY13 and was able to spend more time on collection development. The projection for FY15:

- approximately 700 items (8%) will be added to the young adult collection.
- approximately 875 items (9.5%) will be discarded from the young adult collection.

3. Detailed Description: Young Adult Services Overview:

- Provides library and information services to students in grades seven through high school Selects materials for the young adult collection & maintains the collection
- Assists students in the selection of materials for school assignments and in choosing materials for their leisure
- Instructs students in the use of the online catalog and databases



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- Initiates appropriate programs including reading programs, poetry workshops, and babysitting workshops
- Maintains teen pages of the website for homework support, study guides, book review database and book lists
- Works closely with the middle school and the high school teachers and librarians
- Offers one-on-one instructional support to students for the National History Day Project
- Offers bibliographic instruction to students in 6th grade Social Studies classes and 10th grade English classes
- Provides assistance to 12th grade students with their Literary Criticism thesis projects

4. Performance Chart:

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	0.85	1.00	1.00	1.00
Department Expenditures	\$14,294	\$14,953	\$14,166	\$14,166
OUTPUTS				
# of Young Adult items to be added	992	800	750	700
# of of Young Adult items to be withdrawn	1057	685	900	875

CHILDREN'S SERVICES

1. Goal: Collection Development - Maintain a strong print collection while providing new media and online resources to meet patrons' changing needs and interests.

- Read reviews, keep up-to-date with electronic resources and media, and keep up-to-date with the school curriculum for homework support in order to select new print and non-print materials for the children's collection to meet the information needs and leisure reading/viewing of children from infancy through the sixth grade and their parents.
- Using circulation reports, school curriculum, children and parents interests, withdraw items from the children's print and non-print collection that no longer circulate, are no longer relevant or have outdated information.

2. Program Outcomes: In FY13 the projections for this goal were exceed. Withdrawing materials became a high priority for the Children's Room due to the space constraints. The projection for FY15

- approximately 3,250 items (7 %) will be added to the children's collection.
- approximately 3,000 items (6.5%) will be discarded from the children's collection



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3. Detailed Description: Children's Services Overview

- provide library and information services to young children from birth to grade six
- Select material for the children's collection
- Maintain the collection of general reference, picture books, easy readers, fiction and non-fiction
- Manage the audio visual collection including DVDs, books on CD, and music CDs
- Initiate appropriate programs including story hours beginning from two months of age up to 5 years of age, book discussions for grades 3-6, reading programs throughout the year for both readers and non-readers, sing-along music programs, puppet shows and other enrichment programs that are funded by the Jane Gray Dustan Fund
- Instruct children in the use of the online catalog and databases.

4. Performance Chart:

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	2.00	2.00	2.00	2.00
Department Expenditures	\$38,240	\$39,409	\$39,409	\$37,694
OUTPUTS				
# of Children's items added	3,508	3,212	3,400	3,250
# of Children's items withdrawn	3,439	2,547	3,100	3,000

CIRCULATION SERVICES

1. Goal: Check in and check out materials, process reserves and overdue materials, pack and unpack delivery bins in order to provide excellent customer service.

- Check in and check out materials owned by Belmont and materials from other libraries in and outside the network; notify patrons of reserves and overdue items, unpack bins for materials being returned to Belmont and receive materials from other libraries to fill requests: pack bins to send Belmont materials to fill requests and return items from other libraries.

2. Program Outcome: In FY13 the Library experienced a slight drop (2.9%) in circulation, as did the majority of libraries in the MLN network. The projections for FY14 and FY15 show a slight increase in circulation.



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- Approximately 881,000 items will be checked in and checked out in FY15. In FY13 this number was 879,076.

3. Detailed Description

Check in and check out of all materials owned by Belmont and materials from libraries in and outside the network
 Notify patrons of reserves and overdue items
 Reconcile fines and lost items
 Issue library cards and maintains a patron database
 Unpack bins for materials being returned to Belmont and receive materials from other libraries to fill Belmont patron requests
 Pack delivery bins to send Belmont materials to other libraries to fill patron requests and return items from other libraries
 Print paging list to retrieve material being requested from Belmont residents and other libraries
 Shelf materials

4. Performance Chart:

INPUTS	Actual	Actual	Budget	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	6.65	6.65	6.65	6.65
Department Expenditures	\$204,294	\$229,840	\$229,840	\$210,072
OUTPUTS				
# of items checked in and checked out	879,076	907,600	907,600	881,000

TECHNICAL SERVICES

- 1. Goal:** Process new materials for checkout or patron use in the Library and process all discards for the Adult, Young Adult and Children's collection
- Order and process all new materials, enter the new material into the online catalog and prepare each item with proper label, security strip, and jacket to make item ready for check out.
 - Process all discards to keep the online catalog up-to-date.
- 2. Program Outcome:** In FY13 the projections for this goal were exceed. Withdrawing materials became a high priority for all departments.
The projection for FY15:
- Approximately 20,500 items will be either discarded or processed for patron use.



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3. Detailed Description

- Order, receive, process and invoice new materials
- Create requisitions
- Enter all new materials into the Minuteman Library Network's online catalog
- Prepare items with proper labels, security strips, and plastic jackets
- Replace jackets, cases, barcodes, labels, etc.
- Receive, sort and distribute mail
- Check in periodicals
- Maintain (adding and discarding materials) holdings information
- Assists on the circulation desk

Help unpack the deliveries with materials being returned to Belmont as well as materials to fill holds for Belmont patrons.

4. Performance Chart:

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	3.37	3.37	3.37	3.37
Department Expenditures	\$122,787	\$125,600	\$125,652	\$114,041
OUTPUTS				
# of items discarded and/or processed	28,298	21,000	21,850	20,500



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SUMMARY:

Innovation and Initiatives:

The Library has provided the following services to help accomplish its goal of meeting patrons changing needs and interests:

Makey Makey Invention workshops - Makey Makey is a little circuit board with a set of alligator clips that works with any object that conducts electricity to control your computer. Fruits and vegetables have been very popular. Workshop attendees' ages ranged from nine to eighty.

eReader eXpo - The eReader eXpo continues to provide an opportunity for individuals to try new devices such as the Nook, iPad, Kindle Fire, and Kindle keyboard. The Technology Librarian presents a short overview of the most popular devices and then explains what to look for when shopping for an eReader. Eight eReader eXpos were held during the year.

Circulating Netbooks - Borrowers in high school or older who have a valid Minuteman library card can checkout a Netbook computer to be used in the Library for two hours.

One on One Zinio Training - In addition to the Library's workshops on Overdrive and downloading free eBooks, the Library now offers one-on-one assistance for Zinio, a new database offering full digital copies of popular magazines, accessible on a computer or mobile device.

Homework and study sessions - The Library continues to host Finals Study sessions for high school students and Homework & Hot Chocolate sessions for the middle school students. These sessions have been popular with students.

Book a Librarian – Patrons may book a librarian for a half hour for one-on-one help for major assignments or projects.

Opportunities:

In order to continue to be effective in meeting the demands of the public, additional money is requested to supplement the three critical components of the Library's public services: hours of operation, the materials budget, and technology.

HOURS OF OPERATION

- Add one evening in the Children's Department September to June for 44 weeks: \$6,072

TECHNOLOGY/MATERIALS BUDGET

- Electronic Resources - Databases, eBooks, eReaders: \$10,000

The online databases which supplement out-of-print reference collections are current and allow for at-home use. The majority of our databases are provided through the Massachusetts Library System and the Minuteman Library Network. Funding from the State for the databases has been reduced over the past few years. In FY13, an additional \$20,000 was allocated to fund electronic resources. The Library was able to purchase a core collection of reference eBooks and several databases. With an increase of \$10,000, the Library would be able to continue increasing its offerings as patron demand increases. The databases range in price, usually averaging between \$1,000 and \$3,000 dollars with some more costly. The additional money would allow for new resources and the continuation of those added in FY13 such as



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Weiss Ratings of Banks, Credit Unions and Insurers, and Universal Class.

- Print and Audiovisual Materials - \$10,000

According to the Massachusetts Board of Library Commissioners state regulations, the Library materials budget allocation should be 15% of the Library's total appropriation. The request of \$10,000 would help with inflation and the purchasing of multiple copies of high demand items.

CHALLENGES:

Many repairs are needed in the current Library building with its systems approaching the half-century mark. In April 2011, the architectural firm of Johnson Roberts Associates prepared a detailed list of estimated repairs for the existing building. The list included here details items that are required, safety issues, basic maintenance and optional items. This year (FY14) the asbestos tiles on the lower level were removed and new tiles were installed. Below is a general summary of issues within the existing building.

BUILDING ISSUES

Safety Issues/Elevator: The elevator, original to the building, is out of service an average of six times annually. The repair service reports they will check with the Smithsonian to find the replacement part necessary since most parts are obsolete. Two patrons, on separate occasions, have been trapped in the elevator. The last time this happened the Fire Department had to break the cast iron door handler; this was replaced with steel and will no longer break. The doors will have to be broken to free patrons should there be another break-down. This replacement of the elevator has been included in the FY15 Capital Budget.

ADA Compliance: Not all sections of the Library are ADA accessible. The aisles between the shelving of stack areas are only 35 inches wide

and have an egress at one end only. Lack of proper shelving in certain areas of the collection forces the Library to use top and bottom shelves; this presents problems for the elderly and the disabled. The elevator is not fully ADA accessible – it does not accommodate motorized wheelchairs. There is only one handicap accessible toilet. All the entry doors (three) for the Library have to be pulled open - none are automatic. Two automatic door openers for the lower level are included in the FY15 Capital Budget. The Library would lose approximately 30% of its existing space if it were to become fully ADA compliant.

Safety Issues/Fire Suppressant: The building has a smoke detection system but no fire suppressant system.

Space Constraints: Keeping up with patron demand is the goal of the library; the real challenge is finding the room to add what patrons want. A perfect example is the audiovisual collection. This section is crowded into the main corridor, once the area to display art work. The lighting is poor and the space is cramped. Because the width of the aisle is so narrow, only one person at a time may look at the titles on display. The Children's Room is another crowded space. There is very little floor space for the younger children and only three tables for the older children to do homework. The Children's Room accounts for 46% of the total library circulation. A final schematic design to enlarge/reconfigure the children's room is included in the FY15 Capital Budget.

Mechanicals: The building mechanicals are all original to the building and have all exceeded their life expectancy. Maintaining



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a constant temperature in the building is a challenge especially when there are seven different HVAC systems.

Roof: The roof continues to leak even though it has been repaired numerous times. A new rubber roof was installed 2003; leaks from ponding occur because of a concave roof, the result of the AC units placed on the roof after the building was constructed.

Looking ahead to the next five years, it is anticipated that the costs of repairs to keep the building functioning and safe for patrons will be between \$3 - \$6 million dollars, excluding costs for ADA compliance.

STATE REQUIREMENTS

Meeting the Municipal Appropriation Requirement (MAR) is an additional challenge from the State. Meeting the MAR provides the following advantages to Belmont:

- Maintains State Certification
- Allows continued membership to the Minuteman Library Network
- Continues interlibrary loans, reciprocal borrowing privileges and free use of other libraries
- Allows access to grants and ensures state funds. (Belmont Library usually receives in the range of \$32,000)

To be a certified, the library must:

- Meet the MAR
- Not charge for normal library Services
- Open a minimum number of hours per week
- Allow non- resident borrowing
- Expend a percentage of the municipal appropriation on materials
- Have a Director with a Master's Degree in Library Science



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COUNCIL ON AGING

OVERVIEW:

Budget Overview:

FY14 Budget	FY15 Budget	\$ Change	% Change	FY15 FTE's:
\$355,313	\$374,782	\$19,469	5.48%	5.91

Mission of the Council on Aging:

The Belmont Council on Aging is committed to enriching the lives of seniors to live safe, independent, meaningful and healthy lives. The Council on Aging will advocate for and empower seniors and will provide those services necessary to achieve these goals.

In the four years following the opening of the Beech Street Center in 2009, the COA experienced substantial increases in the number of activities and programs offered and the number of people participating in these offerings. While activity rates have been increasing since the opening of the center in 2009, staffing levels declined between FY09 and FY12. The overall number of users of services and programs increased by 8% from 1761 in FY12 to 1879 in FY13.

Annual program surveys have revealed a high level of satisfaction with COA programming. Based on the most recent survey (distributed and collected in November, 2013); 61% of respondents were extremely satisfied and 30% very satisfied with COA programming. Regarding the question about whether participants would recommend programs at the center to others: 91% responded in the affirmative.

The Beech Street Center has attracted an increasing variety and number of evening and weekend users, adding a new layer of responsibility for the staff. The COA has been successful in managing this increase in after hours while staffing levels have remained flat. Currently the building is being used for after hour's activities almost every day, including weekends.

Program Responsibilities:

The department has 8 primary responsibilities which are here referred to as functions.

FY15 Department Budget by Function	Salaries	Benefits	Other Expenses	Total
Transportation	\$82,823	\$29,273	\$13,750	\$125,846
Social Services	\$67,474	\$5,701	\$3,569	\$76,744
Nutrition	\$8,895	\$57	\$422	\$9,374
Health & Wellness	\$79,764	\$6,059	\$3,146	\$88,969
Socialization, Adult Education & Arts	\$42,437	\$2,108	\$2,964	\$47,509
Volunteer Services	\$12,848	\$28	\$570	\$13,446
Senior Trips	\$6,118	\$57	\$319	\$6,494
After-Hours Facility Coordination & Rentals	\$5,961	\$29	\$410	\$6,399
Totals:	\$306,320	\$43,311	\$25,150	\$374,782

- **Transportation:** The COA provides and coordinates transportation services for town seniors and disabled persons, to both medical and non-medical destinations. Transportation is critical if seniors are to remain independent. The service enables seniors to perform instrumental activities of daily living such as food and medication shopping, and banking. The rides also make it possible for seniors to access medical care and meaningful activities.



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- **Social Services:** For both seniors and their families, the COA provides social work evaluations, resource identification and assistance with financial, social and safety needs.
- **Nutrition:** The COA sponsors on-site and home delivered meals and provides other nutritional resources. While the meals are provided by and funded through Springwell, a regional and state funded non-profit organization, we provide a place for the on-site meals (the Beech Street Center) and we take the reservations for meals each day.
- **Health and Wellness:** The COA provides an array of user-funded fitness activities (such as aerobics, Tai Chi, yoga, walking, fitness room program, bocce and swimming) and a variety of health education opportunities at the Beech Street Center, as well as direct health services (such as blood pressure clinics).
- **Socialization, Adult Education & Arts:** The COA sponsors a variety of recreational, educational and arts programs at the center (listed below) and off-site, such as the senior videographer projects at the Belmont Media Center. Most of these programs are user funded and/or rely on volunteers.
- **Volunteer Services:** The COA recruits, screens and places volunteers needed to help operate the COA. In compliance with current law, all volunteers undergo a CORI check. These volunteer services not only benefit the COA and its activities, but also provide an opportunity for the volunteers to give back to the community and keep them engaged in valuable activities. Currently there are 125 registered volunteers.
- **Senior Trips:** The trips organized by the COA provide additional socialization opportunities for homebound frail seniors who otherwise are not able to enjoy outings. In addition, the COA also makes available opportunities for seniors to organize trips. Except for minimal administrative costs all trips are fully paid for by the participants.
- **Rentals & After-Hour Use of Facility:** The coordination of all after-hours use of the building has been centralized through the COA for the

past three years. This includes use by town departments (such as the Recreation Dept.) for programs, by town committees for meetings and public hearings, and by outside renters. Where rentals are involved, the COA confirms that all licenses (such as one-day liquor if necessary) are in place and departments (such as Fire and Health) have been notified, as well as arranging for appropriate set-up and clean-up.

Staffing:

The Department functions with 6.84 FTEs; 5.91FTEs are Town funded and 0.93 FTE is grant funded. Although many of the functions could not be achieved without volunteer and other outside labor, the town and grant funded positions are those whose work duties require a higher level of accountability.

FY14 Accomplishments:

- **Continued Acquisition of Additional Funding from Private Businesses.** The COA applied for and received a \$3,000 grant from Mount Auburn Hospital, for transportation services. This is in addition to Cambridge Savings Bank on-going grant of \$2,500 each year for personal safety alert devices to qualified seniors and for the BSC Fitness Room Program.
- **Innovative Evidenced Based Programming for Memory Improvement.** As a result of a \$5,000 grant awarded for FY14 & FY15 from federal Title III funding, the COA has launched an innovative pilot program in partnership with McLean Hospital, where senior participants will improve their memory through methods that have been proven to work. The program will be repeated over the course of 2 years and will be subjected to rigorous evaluation, for the purpose of making a superior product in the end.
- **Improved Transportation Services.** After researching destinations seniors most need, new routes and parameters have



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been adapted. Changes included addition of medical destinations in Waltham, Lexington and Arlington. To respond to different shopping trends among younger (disabled) seniors a new route has been extended to Whole Foods at Fresh Pond. This development is cost neutral.

- **Publication of Senior Social Service Directory** At no cost to the Town, and thanks to funding from the Friends of the Belmont COA a comprehensive print and on-line social service directory has been published and will be rolled out by Jan. 1, 2014.
- **Expanded Programming** At no extra cost to the town, after-hours programming continues to expand in efforts of attracting younger seniors. Adult education events are first scrutinized, then screened before offering during these hours. There has also been an expansion of bridge classes and of programs involving no cost to participants such as peer taught art classes, regularly scheduled scrabble, Chinese performing arts practice, etc.
- **Expanded Use of After-Hours Usage and Fitness Room** The rental program has expanded to include regular usage of the facility by a private music education program for children 2 times a week. Another area of expansion is the use of the fitness room for special needs adults (SPORT program of the Recreation Department) each Saturday, which required working out the details of the program as it protects the Town.
- **Implementation of New Town Meeting Articles Affecting Seniors** The Annual Meeting in FY13 a \$1,000 maximum was set for seniors participating in the tax work off program. In FY14 the COA, in conjunction with the Assessors' Office, clarified eligibility criteria and process of applying for the program. At the Special Town Meeting in November a snow shoveling by-law was passed. The COA, in conjunction with the Board of Selectmen's Office and the Belmont High School Community Service Department, has been working to educated seniors on the by-law and the senior exemption as well as to assist seniors with services they need in this regard.
- **Development of Center Behavior Guidelines** In coordination with Town Administrator's Office and COA Board guidelines were thoughtfully

developed to insure that all participants have safe and enjoyable experiences at the center.

Department Budget:

The total COA budget requested for FY15 is \$374,782. This represents a 5.48% increase from the FY14 adjusted budget. This difference is, in part, attributable to the fact that a new employee who did not start right away in FY14. The increase is due to small increment in salaries and increase in gas for vehicles, as ridership has increased. Four functions make up the bulk of the budget. They are: Transportation which makes up 33.6% of the budget, Social Services at 20.5%, Health & Wellness Services at 23.8% and Socialization, Adult Education & the Arts at 12.6%. The rest of the budget is composed of volunteer services (3.6%), coordination of rentals and after hours programming (1.7%), nutrition (2.5%) and senior trips (1.7%).

Staffing by Function (FTE)	Mgmt	Direct service	Admin	Total
Transportation	0.10	1.92	0.01	2.03
Social Services	0.30	0.81	0.14	1.25
Nutrition	0.10	n/a	0.02	0.12
Health & Wellness	0.54	n/a	0.44	0.98
Volunteer Services	0.10	n/a	0.32	0.42
Senior Trips	0.07	n/a	0.03	0.10
Socialization & Arts	0.62	n/a	0.33	0.95
Facility Rentals	0.07	n/a	n/a	0.07
Total	1.90	2.73	1.29	5.91



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

TRANSPORTATION SERVICES

Goals:

- Assist elders to maintain independence by providing transportation to medical appointments
- Assist elders to maintain independence by providing transportation for food shopping, personal business and socialization opportunities
- Assist in identifying seniors who may need additional services

Program Outcomes:

- Percentage of those needing rides who are accommodated
- Percentage of center operating hours when vehicle is in use

Detailed Description:

COA transportation services are a critical function of the agency. As elders age there are many factors which interfere with driving.

The transportation services enable seniors to reach their medical destinations and other destinations critical for their ability to remain independent. The COA uses two town-owned vehicles. One is an 8 passenger van, the purchase of which was funded primarily by a state grant in 2008 and used for medical and some non-medical destinations.

The other vehicle, named the BelderBus, is a 16 passenger vehicle used for grocery and mall shopping as well as rides to the senior center. It is also used for small outings and as back up for the smaller vehicle. The purchase of the BelderBus was largely funded by a grant from the state's DOT. It has been in use since mid-June 2012. This past year the COA re-applied for and received a grant of \$3,000 from Mount Auburn Hospital to help support transportation services.

The portion of the COA budget devoted to transportation services is \$125,846. Please note that the "other" expenses in the program chart refers to gas and vehicle repair costs. The COA's recent revision in delivery of transportation service to include new medical destinations in Waltham and Lexington, and the outreach provided by social work interns in FY13 has increased ridership as expected. The increase from FY12 to FY13 was 26% or 1,580 rides. Given this total, the cost per ride is just under \$15. While there is no legal mandate to provide transportation to any senior regardless of income, any means testing of the service would disqualify the COA from the state formula grant. The grant amounts to \$42,464, close to 11% of the current COA operating budget. It should also be noted that the COA collects donations from the riders. The revenues for FY13 were \$5,874.

The COA continues to evaluate its transportation delivery system. It is important to bear in mind that public attention and the legal system continue to focus on the issue of the dangers involved in driving at a very advanced age and/or with diminished sensory capacities.



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Input / Output Measures:

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	2.03	2.03	2.03	2.03
Department Expenditures	\$117,720	\$114,797	\$116,157	\$125,846
OUTPUTS				
Number of medical rides	2,668	1,655	2,700	2,700
Number of non-medical rides	4,926	5,360	4,800	5,000

SOCIAL SERVICES:

Goals:

- Elders will receive all necessary social services to maintain independence and highest quality of life in their homes
- Elders at risk will obtain necessary services to be safe in their homes or in other appropriate settings
- Family caregivers have necessary support to assist elder loved ones

Program Outcomes:

- % of referred at risk seniors who remain safe in their home in a year's time, or length of time social worker is engaged with client
- % of senior and/or family members coming for help and come away from interaction with at least one resource or identified new strategy for coping

Detailed Description:

Social services at the COA include case management, crisis intervention and a variety of types of counseling. Case management and crisis intervention are typically handled by the staff social worker, but since this position is part-time the director, a clinical social worker, acts as back up. In addition, the director facilitates 2 monthly support groups for family caregivers and assists individual caregivers as the need arises. Also this fiscal year there are 2 social work interns who are available 9 months of the year, under the supervision of the social worker, to provide family and individual counseling, case management and crisis intervention services.

In addition to the above, the social worker is involved in non-direct client services. This includes assessments of clients for eligibility to receive Cambridge Savings Bank grant -funded Lifeline personal safety alert systems. In addition the social worker facilitates charitable giving by Belmont residents to needy families and elders. During the holiday season churches seeking to provide holiday meals turn to the social worker to identify elders in need. The center serves as a drop off point for various



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charities the social worker interfaces with to provide toys for needy children and pets for needy seniors. The social worker provides several outreach programs through the Belmont Media organization such as an elder program to read to the blind and to train seniors in the use of video technology.

Although the social worker and director provide the bulk of service in multi-problem and complex cases, various other vital social services are provided by non-Town paid staff. The state grant funded volunteer coordinator assists seniors with fuel assistance and tax credit applications as well as providing them with home safety tools such as the Vials for Life. Several state-trained volunteers, otherwise known as SHINE counselors, provide health insurance counseling to seniors and their families at no charge. The federal program which funded the Chinese speaking social worker ended yet the Chinese only ESL program it established continues at the center through a volunteer instructor. Included under the umbrella of social services is a variety of other supportive services. They include the volunteer professional services of a financial adviser and public, legal service provider and volunteer assistance with tax preparations sponsored by AARP.

Social service demand increased substantially from FY12 to FY13. See input/output measure below. This is attributable to the following: an additional social work intern, increased awareness of COA social worker and an increase in social worker's productivity. The need for social work presence in the summer months remains. Currently, the director serves as the social worker for the summer months, as the social work position is only funded for ten months of the fiscal year. The need for social work presence in the summer months remains. The COA is re-submitting a request for summer social work coverage for nine weeks in the summer. At the current rate of pay for the current social worker the additional coverage cost is \$5,670. Please see attached budget supplemental request.

An increase of 57% increase in social service encounters during July and August of 2011 (FY12) has been sustained over the subsequent 2 fiscal years. As in past years, the director has applied for a social work intern for the coming summer months. However, only a few social work programs offer a summer term and it is unlikely that the COA will get an intern this summer.

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	1.24	1.24	1.24	1.24
Department Expenditures	\$77,420	\$76,726	\$76,726	\$76,744
OUTPUTS				
Number of elder client consultations	1045	655	1050	1060
Number of information & referral requests	303	270	310	320
Number of family caregivers served	62	50	65	70

The increase in the dollar amount reflects the shift in apportioning of the director's time since the COA has added a social work internship program which requires director oversight, and also includes that portion of the transportation coordinator's time spent providing social service.



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NUTRITION:

Goals:

- Elders in the town will have access to nutritious meals regardless of ability to pay
- Homebound elders will have access to nutritious meals and safety checks without regard to ability to pay

Program Outcomes:

- % of attending clients who are satisfied with quality of meal and service at the site
- % of homebound clients who are satisfied with overall service

Detailed Description:

The COA sponsors on-site and home delivered mid-day meals, five days a week. The Beech Street Center is the venue for the on-site meals and the center staff and volunteers are responsible for taking meal reservations for the lunch site. Both the home delivered and on-site lunches are provided by and funded through Springwell, a regional and state funded non-profit organization. The COA also provides counseling for other nutritional resources as well as transportation to the food pantry twice a month for low income seniors.

Input / Output Measures:

The bulk of the cost and labor used to maintain the nutrition program is provided by Springwell under a federally funded program meant to prevent any senior from having to go hungry. The home delivered meals program has a secondary purpose of providing a safety check; the secondary purpose of the on-site meal program is to prevent isolation and its negative consequences. Both programs operate 5 days a week throughout the year. Springwell also provides meals for certain holiday events throughout the year.

Springwell is responsible for the food, the supervision of the lunch site, the delivery of the meals and coordinating information regarding the meal schedule. Volunteers of the COA provide assistance with serving the meal, taking reservations and taking inquiries about the program. COA staff is involved indirectly; volunteer supervision is provided by staff and coordination of the program as a whole is maintained between the director and the Springwell nutrition director. Costs such as dishwasher detergent, dining and kitchen equipment are paid through COA budget or provided by donations. The number of meals served at the center has increased in FY13 over FY12 by 2.4%.



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INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	0.12	0.12	0.12	0.12
Department Expenditures	\$9,004	\$8,885	\$8,787	\$9,374
OUTPUTS				
Number of meals served at lunch site	9,040	8,500	9,040	9,050
Number of individuals participating	458 elders	485 elders	460 elders	460 elders
Number of meals served to homebound elders	10,491	11,000	11,000	11,000
Number of individuals participating	97 elders	90 elders	95 elders	95 elders

HEALTH AND WELLNESS:

Goals:

- Enhance elder health by providing access to a variety of fitness activities
- Enhance elder health by providing access to a variety of health education opportunities

Program Outcomes::

- Percent of seniors who are satisfied with classes/programs they attend

Detailed Description:

The Health and Wellness program is a vital way to help prevent disease, disability and institutionalization of our senior population. The fitness classes currently in place are: aerobics, strength and flexibility, Tai Chi, chair yoga, arthritis exercise, line dancing, and ballroom dancing. Personal coaching is also available. Instructional costs for these programs are paid by the seniors enrolled in the classes through use of the Revolving Fund.

The biggest addition to Health and Wellness programming in FY12 had been the fitness room program. The fitness room program has been self-sustaining from the beginning. Enrollment since its inception has increased by 300%.



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A welcome and popular addition to exercise classes has been the arthritis exercise program. Offering exercises specifically designed for people suffering from this disease has been particularly helpful to seniors.

The COA continues to partner with the Fernald School where a heated indoor pool and free senior swim program is available two times a week. Registration is administered through the COA and transportation is made available. The COA advocated for the pool to remain open this past year when the state considered closing it.

Another major component of the Health and Wellness program is the health education courses and workshops. These range from a yearly 6 week class on arthritis provided by the Arthritis Foundation (grant funded instructor), a course on Healthy Eating provided by Springwell in conjunction with the state's Department of Public Health (also with grant funded instructors), to workshops by state and hospital groups on a variety of health and disability prevention topics.

In addition to courses and classes, the center also has direct health and health related professional services. Nurse volunteers operate the weekly blood pressure clinic. A podiatrist and physical therapist also provide consultations, on a fee for service basis, several times a month. The state's Commission for the Deaf and Hard of Hearing sponsor hearing screenings as often as seniors are willing to sign up.

A small but valuable component is the medical equipment loan program where donations of items such as wheelchairs, power scooters, home adaptive equipment, etc. are evaluated by our staff and then donated to community members in need.

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	0.98	0.98	0.98	0.98
Department Expenditures	\$68,350	\$66,461	\$62,578	\$88,969
OUTPUTS				
Number of Individuals participating in health & wellness activities	663	750	680	730
Number of seminars, courses and workshops providing health education	18	18	18	18

SOCIALIZATION, ADULT EDUCATION & THE ARTS:

Goals:

- Elders will have access to a variety of activities that alleviate isolation and its negative consequences
- Elders will enhance their cognition, sense of mastery and purpose, and general quality of life through personal artistic development, exposure to art and adult education programs



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Program Outcomes:

- Percentage of program participants who are satisfied with program attended

Detailed Description:

The COA sponsors a variety of recreational, educational and arts programs at the center (see below) and off-site, such as the senior videography projects at the Belmont Media Center.

Current List of Activities and Participants in FY13:

"Bel-Aires" – Choral Program	1,070
Art Classes (Painting, Card Making, Quilting)	719
Piano lessons	105
Knitting Round Table	545
Bridge – various groups	2,006
Texas Hold'em Poker	222
Mah Jongg	722
Bingo	998
Computer Classes/Tutorials	222
One-on-One Digital Camera Use	60
Hot Topics Conversation Group	52
Book Discussion	113
Ping Pong	1,236
Concerts and Live Theatrical Performances	900
Local Artist Exhibits	207
Educational Seminars	2,654
Intergenerational Programs	90
ESL (English as a Second Language)	862
Video Production and Community Service Programs with Belmont Media Center	219
Group Day & Overnight Trips with Transportation	645
Pool Table	847
Total Participants	14,494



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Over the past year emphasis has been placed on programming that is inclusive of all of Belmont seniors. To that end the COA sponsored an "Indian Christmas" program in October and monthly South Asian luncheons. In addition, programming to encourage diversity is planned on an on-going basis with the Town's Human Rights Commission.

There is a new emphasis on expanding adult education, particularly during the after-hours on Tuesdays. The goal is to attract a greater number of younger seniors.

The number of event "sign in" participants as shown in the input/output chart has increased by over 300% from what was budgeted for FY14. This is due to an increase in event participation as well as increased awareness and responsiveness on the part of participants to be sure to sign in. However, this remains an undercount, as many more participants use the center than who actually swipe in. The COA can produce counts of how frequently participants use the center and its programs but often participants do not swipe in for all their events each time they come into the building. For FY13 the frequencies of usage for events are as follows: There were 31 people who came to 200 events or more, 58 who came 100-200 times, 122 who came 50-100 times, 206 who came 30-50 times, 287 who came 10-30 times and 946 who came up to 10 times that fiscal year.

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	0.94	0.98	0.98	0.98
Department Expenditures	\$64,453	\$62,552	\$64,453	\$47,509
OUTPUTS				
Number of Event "Sign-Ins"	37,973	10,000	37,973	37,975
Number of Programs	87	65	87	88

The higher portion of FTEs and budget for FY14 reflects a greater percentage of staff time on these programs, not an actual addition of staffing.

VOLUNTEER SERVICES:

Goals:

- Programs and services otherwise not possible to provide to elders will be available from volunteer assistance
- Elders and community members will have access to meaningful work and activity



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Detailed Description:

Volunteers are essential for the operations of the center. From reception to dispatch and database entry, the administrative tasks of the center could not be provided without their support. Other services would not exist at all without them. For example there is a 19 hour volunteer travel coordinator who, working with our outside travel providers, handles the lion's share of scheduling day and overnight trips. See next section for more information on senior trips. The library would not function without the volunteer librarian, nor would there exist revolving art exhibits without the volunteer curator. Social services such as the aforementioned SHINE program (see description in Function #2) and tax preparation assistance also would not be possible without volunteer help.

The other aspect of a volunteer program is that it is a service to those seeking to volunteer as a means of personal growth and fulfillment. For the high school and middle school students who rake leaves, shovel snow and provide other services it is a means of fulfilling their community service obligations. For many seniors, volunteer opportunities prevent isolation related problems, and for the disabled and unemployed they provide skill development and confidence building. The COA provides sensitive job training and extra support to volunteers with special needs.

While the volunteer coordinator is a grant funded position, and thus does not appear in the table above, the COA does provide clerical (and a small amount of management) support to the volunteer program. Due to a variety of administrative requirements by the schools of social work, management of the social work internships involve administrative time for the social worker and the director. This clerical and management support comprises the 0.415 FTE shown above.

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	0.46	0.42	0.42	0.42
Department Expenditures		\$11,198	\$12,388	\$13,446
OUTPUTS				
Number of Volunteer hours	13,316	13,600	13,600	13,600
Number of Elders & Community Members placed	138	145	145	145

SENIOR TRIPS:

Goals:

- Elders will have access to affordable and age-appropriate travel opportunities
- Elders who are disabled and/or isolated will be able to maintain access to some of their former cultural or recreational pursuits



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Detailed Description:

The travel program has several different components. A volunteer handles coordination of day and overnight trips that are of interest to a broad group of seniors. The costs of the trips are paid for by the participants. Occasionally the travel company involved will issue a commission to the COA for organizing a group trip. The COA staff assists in organizing the yearly senior discounted Boston Symphony Orchestra rehearsal subscriptions as well as several trips a year for individuals who need more assistance to access the outdoors and additional cultural and social stimulation that the center does not offer. There has been an increased demand for trips to local historical and nature destinations ever since they were introduced towards the end of the past fiscal year. Several trips were greatly oversubscribed which resulted in repeat trips to the same destination (Longfellow House, Faberge exhibit at the Peabody Essex).

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	0.10	0.10	0.10	0.10
Department Expenditures	\$7,069	\$6,258	\$6,258	\$6,494
OUTPUTS				
Number of Participants of trips organized by volunteers	461	248	475	475
Number of Participants in special COA organized outings	179	95	185	185



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AFTER HOURS FACILITY COORDINATION & RENTALS:

Goals:

- Maximize revenues for the Town through event rentals
- Provide a venue for town groups and individuals who seek event and/or meeting space after center operating hours.

Detailed Description:

The COA is responsible for coordinating rentals as a revenue enhancer for the community. In addition, coordination of all other after hours use of the building is also centralized through the COA. It should be noted that the department expenditures listed in the table below signifies the work involved in both rentals and the numerous after hours non-rental events. Streamlining of tasks involved in this program and efficiencies continue to be implemented.

INPUTS	Actual	Budget	Estimated	Budget
	FY 13	FY 14	FY 14	FY15
Number of Employees	0.15	0.07	0.07	0.07
Department Expenditures	\$18,071	\$8,530	\$8,242	\$6,399
OUTPUTS				
Amount of Revenues from Rentals	\$12,729	\$4,975	\$12,000	\$12,000
Number of Recreation Dept events	147	140	160	160
Number of other Town Functions	50	50	50	50



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INNOVATION:

1. Increased productivity for transportation services As mentioned in the “accomplishments section” the COA was able to manage transportation routes and respond to changes in the healthcare delivery system resulting in an increase in ridership.

2. Grant Award for Innovative Evidence Memory Improvement

As mentioned in “accomplishments” section the COA initiated a special collaboration with McLean Hospital to develop a first comprehensive evidence based course on memory improvement. The funding spans two years, and the course will be repeated with the goal of making a course that will show tangible improvements in seniors’ ability to maintain memory skills.

OPPORTUNITIES & CHALLENGES:

The biggest challenge remains the same is in recent years, namely funding remains stagnant while programs continue to expand. Such expansion is the result of the needs and wishes of the community. As can be seen in the information presented in the tables above, the numbers of seniors participating in COA programs and services has increased across the board. Another challenge of recent years has been social work coverage for the summer months. Since the social work position was reconfigured so that it was shared with the Health department there has been no funding for social work over the summer, and the director has been providing this service. It would be more cost effective if this service were to be provided by someone at the social work pay grade. The number of social work encounters has remained steady over these few years, thus demonstrating the need. The most immediate challenge to the administrative staff time is the addition of web-site management duties. For the past three years the COA was able to use the services of a web-master for free, thanks to the good fortune of having a trainee from National Senior Network who was tremendously skilled in this area. However, this webmaster’s tenure is over as of Jan. 18, 2014, and COA administrative assistant is being

trained to perform these duties. It must also be noted that COA staff have taken an active role in increasing collaboration and cooperation with other town departments and taking the lead in providing social services not only to seniors but to residents of all ages.

The COA partners with other town departments in the following ways:

- Coordinating space for a variety of programming at the center including elections
- Sharing transportation resources with Recreation Department’s SPORT program and offering that program social service consultations and space for programming. This fiscal year there is an expansion of the SPORT program usage of the center by use of fitness room.
- Coordinating with public safety officials on emergency and disaster preparedness, both for specific events and long term planning.
- Coordinating with public safety officials on crime prevention services and educational programming
- Providing the community with a haven from heat and other special environmental events
- Coordinating with health and public safety officials on social service interventions for residents at risk of a variety of health hazards
- Coordinating with Belmont Municipal Light Department, Community Development and Assessors’ Office to improve residents’ financial circumstances and to enable them to remain in Belmont



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The COA provides services to non-senior residents in need in the following ways:

- Transportation This service is available to disabled adults under age 60, as space permits
- Volunteers For many in the community volunteering has become a useful way to gain skills and develop confidence for those unemployed. The COA provides a supportive environment for non-senior adults and select groups of students who wish to expand their work skills
- Social services The fuel assistance, free tax preparation assistance and health insurance counseling are utilized by residents of any age in the town. Counseling is available to families who are caregivers of seniors or disabled adults
- Programs Intergenerational programming is planned throughout the entire calendar year. It includes the yearly ice cream social and a variety of artistic/creative programming with the Belmont school community, such as the mosaic art course, Chinese culture class and Peeps diorama program at Easter time.

The Human Rights Commission and the COA continue to explore opportunities to enhance diversity and tolerance in the community. The latest project has been the acquisition of a world map which will be installed shortly in the game room of the center and where any visitor or participants can mark their country of origin with a tack on the shown spot on the map. The library and COA partner for adult education programming set at the center such as the upcoming One Book One Belmont event coming up in May 2014. Local pre-schools and day care centers come for inter-generational programming and around holidays such as Halloween.

The COA has taken the lead in many of the above service endeavors despite a slight reduction in staffing. As a result of an administrative position turnover, the 21 hour position was reduced to 15 hours per week in FY12. The new

fitness room program (which is available to all Belmont residents age 50 and older) has stretched staffing capacities as has the new push for more adult education programming (which are available to all adults in Belmont). In general, meeting the particular needs of growing population of the frail old as well as the emerging "boomer" generation will pose more challenges in the coming years.



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HEALTH DEPARTMENT

OVERVIEW:

Budget Overview:

FY 14 Budget	FY 15 Budget	\$ Change from Prior Year	% Change from Prior Year	FY15 FTE's
\$488,318	\$499,177	\$10,859	2.22%	4.8

Program Responsibilities:

Enforcement of State and local health and environmental regulations, disease prevention and health promotion activities to maximize the health of all Belmont residents is the overriding goals of the Health Department. Within those goals, the responsibilities are divided into four core service delivery areas: public safety, inspections, social services and disease prevention. Other mandated and regulatory based services are listed in section.

Divisions/Programs:

- Public Safety
- Inspectional Services
- Social Services
- Disease Prevention

Staffing by Function (FTE)	Public Safety	Inspections	Social Services	Disease Prevention	Total
Management	0.60	0.20	0.20	0.20	1.20
Field Staff	0.30	0.80	0.50	0.50	2.10
Administrative	0.40	0.60	0.10	0.10	1.20
Total	1.30	1.60	0.80	0.80	4.50

FY14 Accomplishments:

- Expansion of the digital PC/tablet web based food inspection program to include complaint investigations that will increase efficiency for the inspector in the field.
- Cross training and deployment of the Public Health Nurse and Health Program Assistant has been expanded, thereby freeing environmental staff for other duties.
- Continued participation in a five town project (Arlington, Brookline, Newton, Watertown), to provide for youth tobacco use prevention and compliance inspections.
- The department again conducted an annual review of fees and increased several categories of fees for food establishments and other essential services to better represent the work performed by the department.
- Addition of a comprehensive food service plan review program.
- Initiation of an outreach flu vaccination program for local day care centers.
- Participation in a DPH Shingles vaccine program for at-risk senior citizens.
- Initiation of a Facebook account for the dissemination of time sensitive public health information.



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- Participated in annual hazardous waste collection events sponsored by consortium of eight towns for Belmont residents.
- Through an inter-departmental agreement, procured a replacement vehicle for daily duty and emergency preparedness functions at no cost to the Health Department.

Department Budget:

The chart below represents our best estimates of the functional costs for the department. Some expenses were arbitrarily divided between all program areas. Benefits are allocated on a percentage basis, not per person since these tend to change periodically based upon input from the Accounting Department. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers comp, and the town's Medicare match. Town employees are not covered under Social Security.

The "Other cost" includes but not limited to disease prevention activities (mosquito control), hazardous waste disposal, expenses for the Veteran's Officer, professional services, supplies and equipment and vehicle maintenance for the two department vehicles. (Both vehicles are covered under the equipment program and will not be replaced in FY 15).

FY15 Budget	Salaries	Benefits	Other	Total
Public Safety	\$97,836	\$9,074	\$0	\$106,910
Inspections	\$121,369	\$11,167	\$0	\$132,536
Social Services	\$44,482	\$5,809	\$0	\$50,291
Disease Prevention	\$60,552	\$5,583	\$0	\$66,135
Other*			\$143,305	\$143,305
Totals:	\$324,239	\$31,633	\$143,305	\$499,177

Staffing and Structure:

The Health Department has four full time employees. As in FY 14, the Youth and Family Coordinator also provides services to the Council on Aging 20 hours per week and the Public Health Nurse (under an intra municipal agreement from the town of Lexington) works two days a week in Belmont. The Animal Control Officer (ACO) is also the Veterans Service Officer. (He will be resigning that post when the replacement veteran's service officer is hired). The core group of the Department with regard to mandated program administration and day to day operations are the Director of Health, Assistant Director of Health and the Public Health Program Assistant. In order to meet program mandates, the Assistant Director, Youth and Family Coordinator, ACO and Public Health Nurse spend much of their time out of the office on inspections, investigations, home visits, vehicle patrols and other disease investigations and other clinical activities.



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

Enforcement of State and local health and environmental regulations, disease prevention and health promotion activities to maximize the health of all Belmont residents is the overriding goal of the Health Department. Within this goal, the department's program responsibilities are divided into four core service delivery areas: public safety, inspections, social services and disease prevention.

Program Service: Public Safety

1. Goals

- a. To provide Health Department services as part of the Town public safety umbrella along with the Belmont Police and Fire Departments.
- b. To provide oversight in public health areas of emergency preparedness and response.
- c. To coordinate, track and monitor departmental and community programs in the areas of hazardous waste disposal, sharps disposal, mosquito larviciding and animal control.

2. Program Outcomes:

- a. 100% of animal quarantine orders served within 24 hours.
- b. 100% of catch basins within the town that have mosquito larvicides applied at least once during the mosquito breeding season.
- c. At least 95% of request for services (routine animal related calls) responded to within 24 hours when the Animal Control Officer is on duty.
- d. 100% of service requests for sharps and hazardous materials disposal/ collection provided.

3. Detailed description

Public Safety includes emergency response, "sharps" disposal, hazardous waste, and animal control. Continued progress has been made in the area of emergency response, primarily coordinating with other Town departments through the Health Department sponsored Emergency Planning Group (EPG), other communities within the Battle Road Emergency Planning Committee, and the Department of Public Health's Region 4b emergency preparedness consortium. In addition to day to day operations in the areas mentioned above, the department sponsors and/or participates in "call down" facility set up drills, prepares and coordinates mass mailings of emergency preparation materials etc. In FY15 we will receive approximately \$7,000.00 in grant money which will offset some of the regular expenses of the department. We must include our anticipated costs in the budget request because we are never sure that the grant money will be forthcoming, but it is reflected in the following year's anticipated expenses. Hazardous waste activities include our participation in the Minuteman Hazardous Product Facility located in Lexington. We are paying approximately \$50 per full car during eight collections, April through November. Approximately 250 Belmont residents participate in the hazardous waste drop off program each year. State regulations require towns to address medical waste (sharps/needles) disposal. In response, the Department has a robust sharps disposal program set up for residents to purchase approved disposal containers for turn-in and disposal with the Health Department. (While not a substantial cost to the department, we feel the costs for the disposal of sharps should be included in the Department of Public Works budget, but it will be an additional cost to the Town



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regardless of the budget from which it is paid). Animal control is primarily a public safety activity, although the isolation and quarantine activities and rabies clinics are certainly considered disease prevention activities. The Department coordinates regionally with the East Middlesex Mosquito Control Program for mosquito larvicide applications.

Public Safety	Actual	Budget	Projected	Budget
	FY 13	FY 14	FY 14	FY 15
INPUTS				
Number of Employees	4 (+2PT)	4 (+2PT)	4 (+2PT)	4 (+3PT)
Department Expenditures (<i>*Excludes other costs</i>)	\$93,350*	\$102,865	\$99,202	\$106,910
OUTPUTS				
Animal quarantine orders served within 24 hours	43	75	55	75
Number of catch basins treated with larvicide at least one time during the mosquito breeding season (April – October).	1,900	1,900	1,900	1,900
Requests for animal related services responded within 24 hours	708	850	720	720

Program Service: Inspections

1. Goals

- a. To provide a safe and healthy environment for the residents and visitors to the Town of Belmont
- b. To comply with Commonwealth of Massachusetts regulations and mandates with regard to inspections of food service establishments.
- c. To comply with Commonwealth of Massachusetts regulations and mandates with regard to inspections of day camps, public and semi public swimming facilities, tanning establishments, body art establishments and rental housing.



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- d. To respond to complaints from members of the public on issues such as food establishments, trash, dust, insects and rodents (nuisances) and enforce Town of Belmont Bylaws and make recommendations for corrective action.

2. Program Outcomes

- a. 100 % of required inspections to food service establishments are completed during the reporting period.
- b. 100 % of complaint based inspections of rental housing are initiated within appropriate time frame. (Time frame for response is different for different levels of complaints).
- c. 100 % of inspections to day camps and public and semi-public swimming pools are conducted prior to license issue.
- d. 100 % of complaints received by the department are triaged and responded to by department personnel within allowable time frames. (This varies by program and department priorities).

3. Detailed description

Inspections and investigations include all of the licensing, inspections and follow-up and enforcement/special program activities associated with State and local regulations under the Health Department's purview. These include but are not limited to all food service establishments, housing, swimming pools, day camps, body art, dumpsters, title 5 (septic systems), tanning salons and biotechnology and general nuisance complaints. Depending on the risk, routine food establishments are inspected 2-3 times a year. Some inspections require follow-up inspections to verify compliance with regulations. In the event that violations are not corrected or a nuisance is not eliminated, further enforcement action will be necessary. This may include a Board of Health hearing or enforcement conference. Departmental fees for service and licensure were reviewed based upon cost for service during the first quarter of FY11, FY12, FY13 and FY14 and have been increased where necessary to be more comparable to area towns within our service areas based upon the cost of providing services. For example, the Department experienced an increase in restaurant plan review submittals during the last two years and therefore added a plan review fee to the fee schedule. In FY13, the Department invested in a Digital Health Software Program to use during inspections of food service establishments. This program was implemented successfully and expanded in FY14 to include nuisance investigation reports. On average, the number of routine inspections is relatively stable, but it is important to note that the Health Department has no control over this aspect of our work. For instance, in FY14 the number of routine food service inspections were stable, however, the amount of nuisance investigations almost doubled due to an unexpected surge in rodent complaints.



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Inspections	Actual	Budget	Projected	Budget
	FY 13	FY 14	FY 14	FY 15
INPUTS				
Number of Employees	4 (+2PT)	4 (+2PT)	4 (+2PT)	4 (+3PT)
Department Expenditures				
(* Excludes "other" costs)	\$93,350*	\$102,865*	\$122,094	\$132,536

OUTPUTS				
Food Establishment inspections/follow-ups conducted as required by the Mass. Food Code.	252	350	250	250
Rental property inspections initiated within appropriate time frames as required by the Mass. Sanitary Code.	20	36	25	25
Inspections to Day Camps and Public Swimming Pools prior to licensing.	20	20	20	20
Investigations of Nuisance Complaints	77	200	200	200

Program Service: Social Services

1. GOALS

- a. To provide assistance and linkages to resources to residents who require counseling and or resources to maintain and obtain food, shelter, and utilities so they can maintain an acceptable and safe lifestyle.
- b. To provide counseling and healthy behavior based programs to youth and families and to provide resources and referrals to clinical and crises based services to individuals and families where appropriate.
- c. To provide assistance to Belmont Veteran's and their surviving spouses or family members and to provide referrals to State and Federal benefit programs where necessary.
- d. To develop, organize and implement multiple intergenerational social programs and community involvement projects in conjunction with the Belmont Council on Aging.



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2. Program Outcome

- a. At least 95% of requests for routine Youth and Family services responded to within 48 hours.
- b. 100% of requests for emergency or priority services to veterans responded to within 24 hours of receipt.
- c. 100% of appointments for Youth and Family Services and Veterans scheduled within three days (subject to availability of staff).
- d. Ten different social programs were developed and successfully completed, drawing a large range of participants and additional requests for future programs and projects.

3. Detailed Description

Social services include the Youth and Family Services Program under the direction of the Youth and Family Services Coordinator (YFSC), Janet Amdur. The state of the economy and the increasingly smaller State contributions to social service issues has put a growing burden on local communities. While counseling is still a major part of the work, researching resources for food, clothing and shelter have become increasingly important. The program works in collaboration with the Electric Light Department, the Food Pantry, the Salvation Army, the Belmont Affordable Shelter Fund, Belmont Police and Fire Departments and other agencies within the region. The Youth and Family Services Coordinator works twenty hours a week with the Health Department and the remaining 20 hours per week at the Council of Aging. This program shift provides a win-win for the both the Health Department, the Council of Aging (COA) and the residents of the town. In many cases, clients that the Youth and Family Services Coordinator cross departmental needs as they also fall under the COA. Previously, the COA employed a social worker to triage and manage cases. The Current Youth and Family Services Coordinator is a fully licensed independent clinical social worker (LICSW) providing services in a cross departmental model provides for a higher level of efficiency and continuity. While the current mix of duties is acceptable, a shift back to a 40 hour per week/52 week a year position would be more advantageous to this department so as to allow for expansion of programs and also allow the COA to implement a 40 hour per week position to extend their services. Some of the programs implemented during FY14 include intergenerational arts programs, such as the Beautify Belmont Mural Project, a Shot of Life Photo Contest, a Mosaic Art Class, and a Peeps Diorama Contest. Examples of community involvement programs are Golden Shoes, the Giving Tree Holiday Gift Drive, and a Holiday Meal Delivery Drive. The other major service area under social services is Veterans' Services. The Town of Belmont is required by law to provide financial aid to indigent veterans. The Veterans' Services' Officer, John Maguranis is resigning from his position and interviews for a new Veteran's Service Officer are pending. At the same time, the position was reexamined and modified to even better serve the community. There are several veterans receiving and continue to receive long term financial aid at this time and this is expected to continue due to economic conditions. The Veteran's Officer is also charged with assistance to families of Belmont service members that die on active duty. During FY13, the requests for aid for indigent veterans escalated, resulting in a request for additional funding, So far in FY14 requests for assistance have been static. Because eligible benefits are determined on a case by case basis, the department cannot predict the number of veteran's that might need assistance during a given year or to what degree a veteran might require assistance.

It is important to note however, that 75% of the eligible financial assistance provided by the Town is reimbursed by the Veteran Services Administration of the Commonwealth in the following year. The Town is also reimbursed for the cost of the flags and most of the conference fee.



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Social Services	Actual	Budget	Projected	Budget
	FY 13	FY 14	FY 14	FY 15
INPUTS				
Number of Employees	4 (+2PT)	4 (+2PT)	4 (+2PT)	4 (+3PT)
Department Expenditures	\$88,311	\$65,317	\$65,317	\$50,291
OUTPUTS				
Requests for routine services from the Youth and Family Services Coordinator responded to within 48 Hours	115	125	120	125
Requests for emergency or priority services for veterans and family members responded to within 24 hours.	24	25	25	25
Number of routine appointments completed from Youth and Family Coordinator and Veterans Agent within five days of receipt.	184	190	190	190

Program Service: Disease Prevention

1. GOALS

- a. To provide for the positive health profile of the residents of Belmont through an active flu and shingles vaccine administration program.
- b. To reduce the risk of mosquito borne diseases through an active larvaciding and education program in conjunction with the East Middlesex Mosquito District.
- c. To investigate and follow-up reported cases of communicable disease(s) and take appropriate actions to prevent disease transmission and safeguard the health of residents and visitors as necessary.



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- d. To provide health education via social media.

2. Program Outcome

- a. Vaccinate or offer flu vaccine to 100% of the highest risk individuals during the influenza season.
- b. 100% of State provided Shingles vaccines administered to residents
- c. Treat at least 100% of catch basins with larvicides (this outcome measure crosses two programs).
- d. Investigate and provide follow-up for 100% of reported communicable diseases within the time frame designated by the Department of Public Health (varies for different diseases).
- e. A facebook page was established to disseminate current topics on public health education and prevention to residents.

3. Detailed Description

This service area is primarily accomplished through the efforts of the Public Health Nurse with a great deal of support from all other staff members. Investigations of reported cases of disease are done to prevent the possible spread of the disease. Maintenance and distribution of vaccines is a primary task. The 2014 season is very quiet, with less demand for vaccine. However, regardless of the actual demand, the planning and organization of vaccination programs and clinics continue based on a "worst case" scenario. The Health Department held one open clinic for one of the most susceptible populations, the elderly, and arranged flu vaccinations for pre-school/day care personnel. The Department also offered state supplied shingles vaccines, by appointment to qualified residents. 2013 is the fifth year that the Department of Public Health reported communicable diseases to the Health Department electronically through a proprietary software program called MAVEN. This program allows the public health nurse to track and follow up communicable diseases with greater efficiency and to share data in a secure method with the Department of Public Health and if necessary to other local health departments. This is very useful when dealing with certain diseases such as tuberculosis and in cases where residents move from one jurisdiction to another

prior to finishing treatment. Health education programs such as the 3rd grade anti-smoking program and the Kindergarten dental program are included in this service area but are being re-evaluated for implementation for FY15. The mosquito control and tobacco control programs are also in this service area. Another technological advance has been the addition of social media to the Department. A Facebook page was added to the array of health education tools and public health updates are posted each business day. With the previous award of a regional prevention grant, the Belmont Health Department continues to participate in a five town regional tobacco education and compliance program along with the communities of Arlington, Brookline, Newton and Lexington. In 2013, the department revised the youth access to tobacco regulation to change the age for tobacco purchase from 18 to 19 years of age. We anticipate another 2-3% increase in mosquito control will be requested by the East Middlesex Mosquito Control District for FY15. A large part of that increase is due to an increase in the cost of larviciding catch basins of which there are approximately 1900 in Belmont.



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	Actual	Budget	Projected	Budget
Disease Prevention	FY 13	FY 14	FY 14	FY 15
INPUTS				
Number of Employees	4 (+2PT)	4 (+2PT)	4 (+2PT)	4 (+3PT)
Department Expenditures	\$82,151	\$72,146	\$72,146	66,135
OUTPUTS				
Flu vaccinations provided to Town of Belmont Residents. (CY 2012 Included H1N1)	75	75	110	110
Number of Belmont catch basins treated with larvacide at least one time during the mosquito breeding season (April – October).	1,900	1,900	1,900	1900
Number of communicable disease(s) investigated within time limits established by the Department of Public Health.	87	90	100	100



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SUMMARY:

Innovation and Initiatives:

As we mentioned in previous years, the department has contracted with Garrison Enterprises, a software development firm to develop and field a digital PC/tablet web based food inspection program that will increase efficiency for the inspector in the field. After utilizing the system for two years it has become the backbone of the food service inspection program and is now being utilized in routine environmental and nuisance complaint investigations. The capacity to investigate and log complaints in real time utilizing the cellular connection and the ability to transmit pictures back to the department is important. The paper and PC (File Maker™) based system of food service establishment permitting, record and data storage has now been integrated into digital health department application resulting into a much smoother permitting process. The department is still utilizing the Filemaker (™) database program for the remainder of the permits that the department issues. However, the department does anticipate that it will convert the remainder of its permits to a system currently under development for the Community Development Department. This will allow both departments to view and share information in such areas as dumpster permits, renovations and ancillary information such as demolition permit information, pest control reporting etc. With the retirement of the Health Program Assistant (HPA) and hiring of a new HPA cross training and introduction into departmental tasks has become a priority issue. Cross training and deployment of professional staff with appropriate certifications continues, we find that an improvement in efficiency and service to the public is well worth the extra effort. Once the HPA is fully up to speed, we anticipate the HPA will take on a greater role in serving the public and providing technical information on routine matters, thus freeing up the Director and Assistant Director to focus on other tasks involving a higher level of technical or professional expertise. The Public Health Nurse has continued to participate in more environmental related tasks during the year. He continues to assist in environmental related programs such as day camp inspections, swimming pool

evaluations, food related disease investigations and lead and asbestos related complaint investigations. As in the past fiscal year, the Department continues to participate in a five town project (Arlington, Brookline, Newton, and Watertown), to provide for youth tobacco use prevention and compliance inspections... The department also conducted an annual review of fees and increased several categories of fees for food establishments and other essential services to better represent the work performed by the department. Another initiative that should not be overlooked is in the area of vehicle utilization by the department. The department has had for many years a four door sedan that quite frankly was not up to the task of carrying equipment necessary for field investigations and emergency preparedness functions. Rather than submitting a request for a new vehicle through the capital budget process, the department was able to arrange for a 4 wheel drive SUV that was going to be traded in by DPW to be transferred to the department to replace the older Taurus that quite frankly was on its last legs. This vehicle in addition to having an increased storage capacity also is a four wheel drive vehicle. The Department feels strongly with respect to education and outreach and utilizing social media. This year the department applied for and received permission to field a facebook page to disseminate information to the public. Utilizing social media is critically important in times where getting word out to large numbers of people in a short time is necessary. Both the director and assistant director have completed A Department of Public Health approved course in risk information and communication during the last year. The project to revise and or modernize health regulation continues. This year the department is anticipating revising nuisance, camp and swimming pool local regulations, permits and procedures.



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Opportunities:

As in previous years, the department continues to look at several areas of improvement in the environmental and educational portion of our day to day responsibilities. A request for supplemental funding will be presented this year. If funds approved for a supplemental budget request, the department will restructure the current Outreach/Social Worker position to reflect a change in programmatic thrust and add a robust community health education component. This will require that the current position of 20 hours a week for outreach be expanded to 40 hours per week with a community health education component to be built in. The result will ultimately be a 40 hour a week, 52 week a year position. It is anticipated that this position change will allow staff to re-initiate some of the programs that fell by the wayside when the youth coordinator position and program was terminated. The position will also provide opportunities for the department to initiate and expand programs for the community in such areas of disease prevention, hypertension, diabetes, obesity prevention, healthy living, etc.

In addition to increasing the outreach and education profile of the department, the department has recognized the need for addition environmental health trained personnel to assist with complaint and nuisance investigations that are seasonal in nature. Professional credentials for this type of position are not necessary and it will be ideal for a college student to gain experience in the field of environmental health. Supplemental funding for this request of \$4,500 has been included in the FY15 Budget.

Challenges:

As always, we continue to work with what we have and provide the best service to the public. We embrace sharing of services and resources to the extent possible and actively pursue other opportunities to maximize resources. One direction the department is trying to move toward is taking an expanded role in health/prevention based education, hence the addition of a supplemental budget request for the current Outreach worker/Social worker position. "Educate as well as enforce" has always been part of our mission and we are

looking to expand that role. The shared youth tobacco education specialist position is a good example of that program Sharing the Public Health Nurse on a two day a week basis with the Town of Lexington is another example, but one that would give us more opportunities for health education at the community level. We will investigate the possibility of an increase in time for that position in the next fiscal year. We still also live by the watch words of "Being Prepared" and are proud to be the third member of the "Public Safety" triad within the town. As always, we never know how many cases of flu or other diseases or illnesses we prevent by our efforts and we continue to try and have the staff and infrastructure available to give us the best opportunity to prevent illness or disease through education, and enforcement. Any expanded programs that will be mandated by new State and Federal Regulations) will be challenges next year and beyond. Lastly, the challenge of developing a regional veteran's service officer with the city of Cambridge is in development at the time this is written. The major challenge in this initiative will be to expand the outreach efforts to our veteran's of all ages.

Other Programs

As way of closure we feel it is important to inform the residents of Belmont that in addition to the functions, goals and major programmatic activities listed in the preceding sections, the following functions and sub-programs are essential components of the Belmont Health Department. In many cases, these program elements and responsibilities for accomplishing them are shared by several staff members. Staff members within the department are cross-trained in major program elements so as to ensure continuity of operations during personnel absences and emergencies.

- Water and Waste Water issues*
- Sub Surface Sewage Disposal activities*
- Public and Semi-public Swimming Pools*



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- Recreational Camps*
- Rodents and Insect control
- Asbestos and mercury recovery program(s)*
- Childhood Lead Poisoning *
- Licensing for all programs*
- Accounts payable/receivable
- Logistic support for all Department programs
- Database Management
- Website design & maintenance
- Public Information and Risk Communication

* **Mandated program**