

Structural Change Impact Group

Members:	10
Appointment:	Select Board Member School Committee Member 2 Warrant Committee Members Energy Committee Member (or designee) Vision 21 Committee Member (or designee) 4 Town Residents
Length of Term:	18 Months
Charge Approved:	September 17, 2020
Updated:	October 5, 2020
Amended:	November 23, 2020

Purpose: The purpose of the Structural Change Impact Group is to investigate and recommend a list of key structural changes for the Town of Belmont, which may impact its economic condition, the structural deficit challenges the Town faces, on the Town operational approach to delivering services to the community.

Objectives:

1. Review the 2015 Financial Task Force I recommendations and summarize progress to date related to recommendations and highlight opportunities to further expand upon these efforts.
2. Conduct a survey and hold public forum(s) with Town residents to gather community input regarding ideas and proposals to address the structural fiscal deficit challenges facing the Town, including schools.
3. Meet with and gather input from Department Heads, Town Boards, and Town Committees that would be impacted by any recommended changes.
4. Review and analyze proposed revenue expansion and expense mitigation opportunities. See potential examples below.
5. Delivery of Preliminary and Final Report:
 - A. Preliminary Report - The Preliminary report, **due in January 2021**, should include:
 - a. Summary of the 2015 Financial Task Force I recommendations, progress to date, and remaining work underway.
 - b. Results of community input gather through survey and public meetings
 - c. Catalog of current structural reform efforts underway by the Select Board, School Committee, or other Town groups.
 - d. Prioritized list of additional potential revenue expansion and cost mitigation opportunities for the committee to explore for inclusion in their final recommendations.
 - B. Final Report - The Final Report of this committee, **due in December 2021**, should include:
 - a. Review and summary of all the revenue and expense options proposed.
 - b. Analysis of prioritized list of additional revenue expansion and cost mitigation opportunities.
 - c. Summary of feedback and additional opportunities identified through meetings with public and departments.

- d. Recommendations to the Select Board and School Committee regarding revenue expansion and cost mitigation opportunities to implement.

Examples of Potential Revenue Expansion and Cost Mitigation Opportunities:

- Revenue: Some examples of Revenue opportunities are below to determine if applicable to the Town of Belmont
 - Grants (state and federal)
 - PILOT payments (Payment in Lieu of Taxes)
 - Fee adjustment review (Building, Parking Fees, etc)
 - Economic development: Work with Economic Development Committee (EDC) and Planning Board to identify potential opportunities
 - Additional revenue opportunities to be determined
- Expenses: Some examples of cost reductions are below to review and determine if applicable to the Town of Belmont
 - HR merging (Schools and Town)
 - Compensation through union negotiations
 - Outsourcing of specific Town services (e.g. IT)
 - Civil Service departure
 - Regional dispatch
 - Group Insurance Health Plan (GIC)
 - Other aspects of employee benefits or compensation
 - Extending Pension Payment Schedule
 - Additional cost reductions to be determined