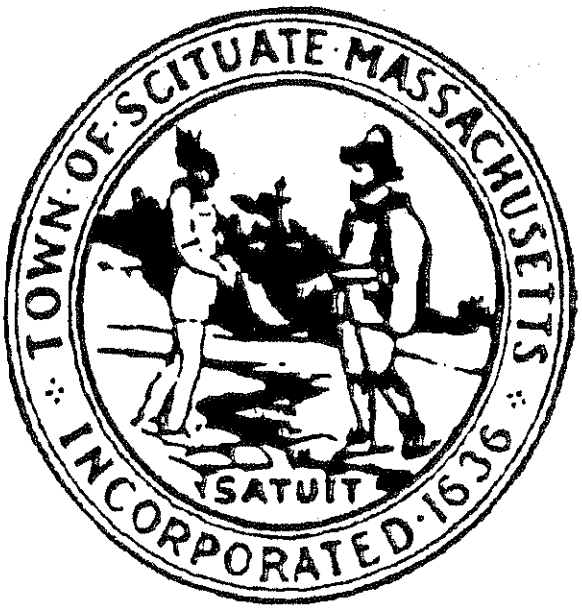
TOWN OF SCITUATE, MASSACHUSETTS
FISCAL YEAR 2012
TOWN BUDGET



Budget Message
Financial Analysis and Proposed Departmental Budgets with
Goals and Objectives

Board of Selectmen

John F. Danehey, Chairman
Joseph P. Norton, Vice-Chairman
Anthony V. Vegnani, Clerk
Shawn Harris
Richard W. Murray

Patricia A. Vinchesi, Town Administrator

Mary J. Gallagher, Town Accountant

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TOWN OF SCITUATE

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PATRICIA A. VINCHESI
Town Administrator

MEMORANDUM

TO: Board of Selectmen
Advisory Committee

RE: Budget Message

DA: December 14, 2010

Cc: Mary Gallagher, Town Accountant
Department Heads and Staff

In accordance with Sections 4-2 (f) (h), 6-2, and 6-3 of the Town of Scituate Town Charter, I hereby submit the FY 2012 budget.

This year's budget document builds upon the new budget and goal-setting format implemented for FY 2011. While still a work in progress, this year's development was a little easier for department heads after last year's complete overhaul. Once again, I believe you will be impressed with the quantity and caliber of work that has been achieved by staff over the past year to develop a road map of defined goals and outcomes to keep us moving forward as a community. I continue to receive wide support for the changes, both large and small, that have helped us not only craft a better budget document, but in the process a much better financial foundation from which to manage.

The budget book is divided into three sections. The first section gives an overview of the Town's organization and current staff levels. It also contains information on the Town's budget process and includes detailed graphs and charts outlining its financial position.

The second section contains individual departmental budgets. These requests include goals and objectives identified by the department head to be worked toward during the coming fiscal year. These goals have been reviewed by the appointing authority and in cases where the department head serves a board or committee, proposed goals were encouraged to be reviewed and endorsed by them as well.

The departmental budgets are further broken down into various sections that give staff the opportunity to discuss major budget components, risks and challenges and departmental accomplishments during the past year. Along with the budgetary line items narrative detail is included as to what specific line items are used for and revenue, other than from taxation, is itemized.

Most important, the second section discusses the priorities identified by the department head for operations, staffing, programs, services and activities. Summary sheets for departmental requests are included with each budget. Specific line item detail for departmental budgets are available upon request and will be available during that department's budget review.

General Overview of Fiscal Year 2012 Budget

Before addressing FY 2012, it is important to review how the total town budget played out for FY 2011. The Town's forecast anticipating a reduction in local aid was realized as was a projection that local receipts would continue to remain flat or erode further. Revenues did fall short $274,580 as a result of less anticipated new growth, less investment income, and less revenue from licenses, permits and fees and this shortfall needed to be funded at the November 8 fall town meeting. However, because of budgetary and expense changes, the Town's free cash position was strong enough to fund these reductions and, unlike many other communities, we did not have to go back and further cut budget line items that were already undergoing operating budget cuts.

Not unlike the prior five years, fixed costs continue to dominate our expense side of the ledger. For FY 12, health insurance is anticipated to increase 6.07% percent. Town and school officials have compiled a detailed FAQ about the provision of health insurance for public employees and this information is posted on the town's website. Two recently settled municipal contracts contain language to allow for more flexibility about the provision of insurance and we are working with the newly established employee Insurance Advisory Committee to help educate employees about our insurance plans, costs and options.

Three municipal contracts have now been expired since June of 2009. Two are in mediation and one in arbitration. The litigation between the Town and International Brotherhood of Police Officers (IBPO) relative to the Town's payment of the Quinn Bill is not anticipated to be addressed by the courts for a considerable amount of time, but the FY 12 budget must factor in legal costs association with this dispute. The FY 12 recommended budget provides for a 2% wage increase for the two contracts that are in place but not for non-unit staff.

Next, the Town's ownership of Pier 44 and the Building Options and Feasibility Study Committee to recommend options for its use, will factor into our financial projections sometime in FY 12. In March of 2011, the Town will be issuing a bond for millions of dollars in prior authorizations for a variety of projects, including Wampatuck School. Our bond rating will affect the interest that we pay on these funds for decades and as such adherence to recent operational and capital financial policies will be vital.

As always, because we are just now approaching the mid-point of the current fiscal year, projections about local aid are always a challenge. However, the revenue projections do anticipate a 4 % reduction in local aid for FY 2012 and this is keeping with the approach

employed by most South Shore communities. What the impact of no remaining federal stimulus funds will have on the Commonwealth's budget is unknown and how it trickles down to communities remains to be seen.

As for any budget prepared seven months in advance, the numbers are in constant flux and we are making assumptions during a snapshot in time. However, our Revenue and Expense Assumptions (included in this document) as well as the more formally reviewed Financial Forecasting Committee projections, provide a rational basis for revenue and expenses outlined in this budget.

Finally, it is again important to note that this budget document is not simply about dollars; it is about programs, services, activities and people. It illustrates in detail what our community can provide and the levels of services that will be provided. This in turn shapes and defines the overall character of our community and distinguishes us from our neighbors. The information contained herein needs to be shared not only with town officials but with as wide an audience as possible.

The FY 2012 recommended budget incorporates the following criteria:

Expenditures
No Free Cash has been used as an offset for the operating budget ($600,000)*
No use of the Stabilization Fund has been used as an offset ($2,215,911)
Assumes 5% increase in assessment for South Shore Regional School
No FY 12 appropriation has been recommended for three expired union contracts on the town side.

Revenues
Local Aid Receipts have been reduced 4%
The Town will use all of its levy capacity as allowed by Proposition 2 ½.

Overall, unrestricted departmental submissions resulted in requested budgets of $27,022,677, a $661,565.00 increase over FY 2011. $73,589.00 of the budget is attributable to step and contractual increases.

In making determinations about recommended budgets, the Town Administrator considered the needs of the department and the cumulative effect of three years of reductions or level line items, the identified goals to work on in FY 12, and the overall performance of the department. As part of the overall management plan for the Town, there are certain goals that the Town Administrator directs the department to pursue and these initiatives need to be supported with resources allocated in the budget. Last, multi-year prior expenditure histories were reviewed to determine historical costs. Nevertheless, this resulted in a recommended budget that represents reductions to requests of **$302,213.00**.

Significant Budget Items of Note
These items are discussed in detail in the budget section line item

Health Insurance is up $315,183.00 for FY 12. While this is a reduction over the prior year, the annual increase far exceeds normal inflation.

Veterans Services
Expanded provision of benefits, extensions of international conflicts and trying economic conditions for veterans have resulted in a 250% increase in veterans' claims over FY 11 funding. This trend is not expected to decrease. The Town previously had a case load of three benefit eligible claimants. As of this writing, we have 22. This requires an increase in administrative services beyond the current capabilities of the Town and the FY 12 budget funds a part-time clerk (10 hours per week) for handling the myriad of paperwork and reporting requirements. More significantly is that the allowance for veterans benefit payments has increased from $16,500.00 in FY 11 to $50,000.00 for FY 12. While 75% of this is reimbursable from the state, it must be funded upfront. Even this may not be sufficient for FY 12, as we will likely have a significant shortfall for FY 11.

Pension
The Town received a slight reduction in its retirement assessment over FY 11 in the amount of $14,983.00. This small surplus will be used to establish a fund to begin a reserve against health insurance costs of retirees. An unfunded liability that is required to be met under federal law, the "Other Post Employment Benefits" (OPEB) Fund will require town meeting approval.

Collective Bargaining
As previously noted, two union contracts have been settled and have been funded in the FY 12 proposed budget. The contract for professional staff provides for merit-based performance evaluations. This is in part driving the increase in "Contracted Labor and Other Services" but it is mostly as a result of continued bargaining with three other unions. Again, no appropriation has been made in this budget for those settlements and they will need to be absorbed in other ways.

Conservation Funds. For the second year, budgetary restrictions preclude an allowance for an appropriation into the Conservation Trust and Driftway Funds. However, $1,500.00 has been allocated for monitoring of endangered species at New Inlet as required by state and federal regulations.

Public Building Maintenance. The Town continues to struggle with an adequate plan for maintaining and funding public facilities. Lack of a long-term vision for town buildings perpetuates the piecemeal approach to building needs. CPC funds have been requested to study Gates School and its potential for adaptive re-use. By many accounts, Gates seems to be the starting point for future decisions about town and school needs and how the buildings we have either support or hinder the respective mission of each. The Town's strong commitment to energy needs and efficiencies will also allow us to make some informed decisions once the ESCO project is completed, sometime in 2011. With this

information in hand, it is anticipated that FY 13 CIP recommendations will incorporate some planned approaches to getting a handle on our facilities needs.

Cable Access. The Town opened a brand new studio at the high school the beginning of this month. As noted here last year, cable funds have also been traditionally used to fund town and school information technology (IT) needs. The use of PEG Access funds by the town and school for technology must be allocated now for cable operations. This will impact school and town budgets in the future which have had an unhealthy reliance on non-General Fund revenue to finance required town and school technology functions.

Enterprise Fund Indirect Costs. Allocable costs for town services directly supporting Enterprise Funds are now reviewed and updated annually. All town-side utility costs are funded in the operating budget. This is not the case for the School Department, whose utilities (about $100,000) are being subsidized by the Enterprise Funds. This is an ongoing concern and we are working with the School to address it over time.

Sewer Enterprise. Because of years of "benign neglect" the Town is now engaged in an aggressive infrastructure improvement program for sewer and water. The Board of Selectmen has committed to a 5% annual increase in water rates to address needs in that department and the DPW is doing a great job in getting projects ready and installed. For FY 12, sewer rates will need to increase in order to address deficiencies in this area.

Capital Improvement Plan (CIP). A new process commenced in November. The plan contains Town Administrator recommended projects based on a formalized rating system and an attendant finance structure to fund them. Working closely with the Town's Financial Advisor, the plan uses a combination of debt service with pay-as-you go funds such as Free Cash, interest from Stabilization and retired debt surplus. In order for the CIP to be successful, in FY 13 General Fund revenue will be allocated for capital in the range of 2-3% and this will be included in the financial forecast. For FY 13 the CIP will also track Community Preservation projects as part of the Town's overall capital and debt picture.

Summary

I am grateful for our department heads and support staff that keep us going despite several years of budget cuts and added work volume. I would also like to sincerely acknowledge the support of the Board of Selectmen as changes continue to be implemented in the management and administration of the Town.

This year we were again fortunate that town organizations and groups stepped up to support programs that help offset costs such as the D.A.R.E. program. The Community Preservation Fund continues to aid in the construction, rehabilitation and acquisition of projects that support the community. However as the budget grows ever tighter we need to look at how other towns provide the same services and if ours are less, comparable or greater. This is particularly true for Veterans Services, Animal Control, Public Safety, Recreation, Building Maintenance and capital investment. The benchmarking all departments provided last year help guide us in this area. If particular budgets have

opportunities for outside sources of funds this must be weighed against other town services, for example assessing or accounting, which have mandated functions that must be funded but have no budgetary offsets available to them when funds are tight. In addition, alternative sources of potential revenue, such as the meals tax, may need to be revisited. One thing is clear, with the continual annual increases in fixed costs, moving forward, instead of just treading water, is impossible. That is also the challenge for town officials as we balance the budget.

In closing, I again express my gratitude to the staff that assists in producing this budget document: Mary Sancinito, Nicole Harris, Jane Lepardo, Steve Jarzembowski, and most particularly, Mary Gallagher and Sheila Manning.

Respectfully Submitted,

Patricia A. Vinchesi
Town Administrator

** Free Cash has been allocated to fund FY 12 capital*

FISCAL YEAR 2012 BUDGET AND CAPTIAL REVIEW TIMETABLE

The Town Administrator will conduct an in-depth review of each line item with an emphasis on full explanations for all requested expenditures. A request for funds without adequate explanation may not be funded and the line item reduced.

This is the proposed schedule for review of your departmental budget with the Town Administrator, Board of Selectmen, Advisory Committee and Capital Planning Committee.

DATE	ITEM/OBJECTIVE	CHARTER/BYLAW REF.
11/04/10	Budget Instructions & Forms to Boards and Departments	Art. 4, Sec. 4-2 Art. 6, Sec. 6-4
11/11/10	Charter date Selectmen Submit capital budget to Advisory Committee	Art. 6, Sec. 6-6c (five months before ATM)
11/16/10	Board of Selectmen Votes budget calendar	
11/26/10	Capital Budgets Due to Town Administrator	Art. 4, Sec.4-2, f Art. 6, Sec. 6-4
12/03/10	Departmental Budgets Due to Town Administrator	
12/03/10-12/11/10	Budgets reviewed with depts, edited and compiled by Town Administrator/Town Accountant	
12/07/10	Board of Selectmen Open Warrant	
12/11/10	Budget & Supporting Materials Distributed to Board of Selectmen Advisory Committee & Capital Planning Committee	Art. 6, Sec. 6-5
12/14/10	Town Administrator presents FY 12 Town Operating & Capital Budgets To Board of Selectmen	Art. 4, Sec. 4-2, f Art. 6, Sec. 6-2
12/10/10	Departmental Non-Monetary Article Requests submitted to Town Administrator	Art. 4, Sec. 4-2, e
12/14/10-2/15/11	Board of Selectmen, Advisory Committee Review Departmental Operating & Capital Budgets	Art. 6, Sec.6-5 Art. 6, 6-6,b

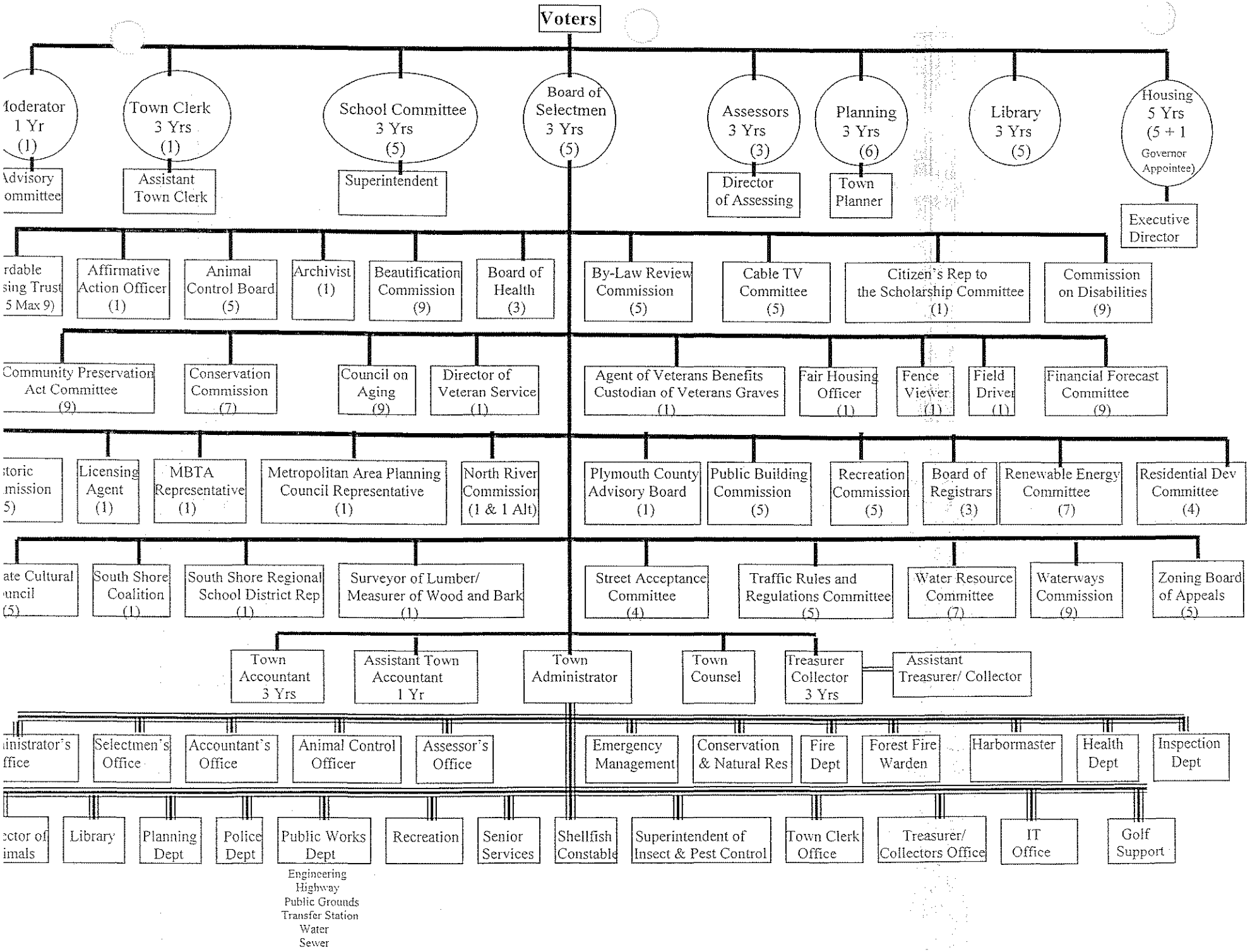
DATE	ITEM/OBJECTIVE	CHARTER/BYLAW REF.
	Capital Planning Committee Review of Town Administrator Recommended Capital Requests	
12/21/10	Board of Selectmen Closes Warrant	
01/04/11	Board of Selectmen Reviews Non-Monetary Article Requests	Art. 3, Sec.3-2b
01/28/11	Financial Forecasting Committee Quarterly Calendar Year 2010 Forecast Due	Art. 6, Sec.6-7, b
02/02/11	Charter date for Capital Planning Committee Recommendations Due	Art. 6, Sec. 6-6, c
02/11/11	Bylaw date Board of Selectmen Submits warrant articles to Advisory Committee	Bylaws Sec. 20120 Bylaws Sec. 20720, C
02/22/11	Board of Selectmen Votes Operating and Capital Articles, Signs Warrant, forwards to Advisory Committee	Art. 6, Sec. 6-6, d Art. 2, Sec. 2-5, c
03/03/11	All articles approved by Advisory Committee	Art. 6, Sec. 6-6,d Bylaws, Sec. 20120
03/03/11	Warrant Delivered to Scituate Mariner	
03/10/11	Warrant Published in Scituate Mariner	
03/28/11	Advisory Committee Report Available to residents with Capital and Financial Forecasting Reports	Bylaws, Sec. 10440 Art. 6, Sec. 6-6,e Art. 6. Sec. 6-7,b
	Board of Selectmen and Advisory Committee Public Hearing on the Budget	Art. 6, Sec. 6-5 Bylaws 20720, C
	Statutory Deadline for Posting of Special Town Meeting Warrant	MGL Chap. 39, Sec. 9
04/04/11	Statutory Deadline for Posting of Annual Town Meeting Warrant	MGL Chap. 39, Sec. 9
04/11/11	2011 Annual and Special Town Meeting	Art. 2, Sec. 2-4 Bylaws Sec. 20100

Board of Selectmen Review with Dept. Head *	*Advisory Committee Review with Departments* *	*Capital Planning Review with Depts.* **
12/14/10	*12/16/11*	*12/15/10*
Assessors	*Assessors*	*Assessors*
Town Clerk	*Town Clerk*	*Town Clerk*
Advisory Committee	*Town Accountant*	*Advisory Committee*
Reserve Fund	*Widow's Walk*	*Widow's Walk*
Town Accountant	*Planning*	*Conservation*
Widow's Walk	*Inspections*	*Planning*
Planning	*ZBA*	*Inspections*
Inspections		
ZBA		
01/04/11	*01/06/11*	*01/05/11*
Conservation	*Conservation*	*Conservation*
Fire	*Fire*	*Fire*
Police	*Police*	*Police*
Animal Control	*Animal Control*	*Selectmen*
Selectmen	*01/13/11*	*Town Administrator*
Town Administrator	*Selectmen &Town*	*Administration*
Administration	*Administrator, admin*	*Veterans*
Insurance (General & Unemployment)	*Insurance, Workers*	
Workers' Compensation	*Comp., Veterans*	
Veterans		
01/18/11	*01/20/11*	*01/19/11*
Shellfish	*Shellfish*	*Waterways*
Waterways Enterprise	*Waterways*	*DPW*
DPW	*DPW*	*Snow and Ice*
Snow and Ice	*Snow and Ice*	*Streetlights*
Street Lights	*Street Lights*	*Water Enterprise*
Water Enterprise	*01/28/10*	*Sewer Enterprise*
Sewer Enterprise	*Water Enterprise*	*Transfer Station*
Transfer Station	*Sewer Enterprise*	
	Transfer Station	
02/01/11	*02/03/11*	*02/02/11*
Beautification	*Beautification*	*Historical*
Historical	*Historical*	*Council on Aging*
Council on Aging	*Council on Aging*	*Recreation*
Recreation	*Recreation*	*Library*
Library	*Library*	*Health*
Health		
Disability Access	*02/09/11*	
Capital Budget Review	*Health*	
	Disability Access	
	Capital Budget Review	
02/15/11	*02/17/11*	*02/16/11*
South Shore Regional VTHS	*South Shore VTHS*	*School Department*
School Department	*School Department*	*Treasurer/Collector*
Treasurer/Collector	*Treasurer/Collector*	
Health Insurance	*Health,FICA,*	**Meetings start at 7:00*
Pension/Non Contrib.	*Pension, Non Contrib./ Debt*	*** Meetings start at 6:00*

FICA
Debt and Interest

:ed 12-6-2010

TOWN OF SCITUATE



Town Organization Summary by Department

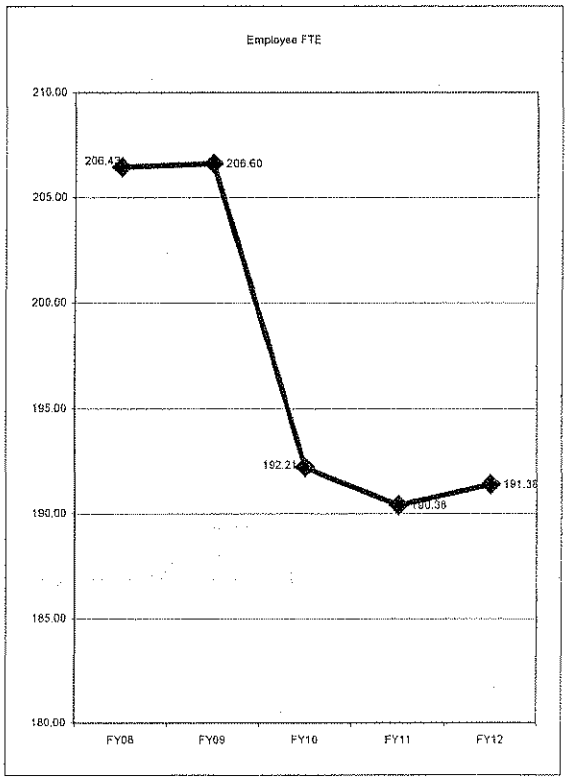
Accounting	Mary J. Gallagher, Town Accountant
Assessors	Steve Jarzembowski, Director of Assessing
Building	Neil F. Duggan, Building Commission and Zoning Enforcement Officer
Treasurer/Collector	Jane Cuniff Lepardo
Chief Procurement Officer	Patricia A. Vinchesi
Conservation	Paul Shea, Interim Conservation Agent
Council on Aging	Florence E. Choate, Director of Council on Aging
Emergency Management	Richard A. Judge, Emergency Mgt. Director
Harbormaster	Mark V. Patterson, Harbormaster
Library	Kathleen P. Meeker, Library Director
Planning	Laura Harbottle, Town Planner
Plumbing	Philip Von Inderstein
Police	Brian E. Stewart, Chief of Police
Public Health	Jennifer L. Sullivan, Director, Board of Health
Public Works	Albert G. Bangert, Superintendent of Public Works
Recreation	Jennifer M. Vitelli, Recreation Director
Shellfish Constable	Joseph H. Strazdes
Town Administrator	Patricia A. Vinchesi
Town Clerk	Bernice Brown
Veterans	Emil R. Carlo, Veterans Agent
Wiring	Walter R. Faria, Wiring Inspection

12/7/2010

Town Dept Staffing Levels FY08 - FY11 Proposed

	FY08	FY09	FY10	FY11	Proposed FY12
Assessors	3.29	3.29	3.29	3.29	3.29
Board of Health	2.74	2.74	2.23	2.23	2.23
Conservation	2	2	2	2	2
Council on Aging	5.56	4.56	4.71	4.71	4.71
DPW	1.5	1.5	1.5	1.5	1.5
Engineering	3.5	3.5	3.5	3.5	3.5
Fire	57.48	57.48	53.48	52.48	52.48
Harbormaster	3	3	3	3	3
Highway	12	12	10	10	10
Inspections	4.31	4.31	4.31	4.31	4.31
IT	0	0	0	0	1
Library	16.45	17.02	15.65	15.65	15.65
Planning	1.86	1.86	1.86	1.86	1.86
Police	37.9	37.9	34.7	34.7	34.7
Public Grounds	10.58	10.58	9.58	9	9
Recreation	2.14	2.71	3.25	3.11	3.11
Selectmen	1.3	1.3	1.3	1.3	1.3
Sewer	7.57	8.57	6.57	7.57	7.57
Shellfish	1.11	1.11	1.11	1	1
Town Accountant	3	3	3	3	3
Town Administrator	2	2	2	2	2
Town Clerk	2.58	2.58	2.58	2.58	2.58
Transfer Station	4	4	4	4	4
Treasurer/Collector	4.69	4.72	4.72	4.72	4.72
Veterans Agent	0.46	0.46	0.46	0.46	0.46
Water	13.86	12.86	11.86	10.86	10.86
Widows Walk	1	1	1	1	1
ZBA	0.55	0.55	0.55	0.55	0.55
	FY08	**FY09**	**FY10**	**FY11**	**FY12**
Total	206.43	206.60	192.21	190.38	191.38

		Difference		
	FY12&11	FY11 & 10	FY11 & 09	FY11 & 08
Assessors	0.00	0.00	0.00	0.00
Board of Health	0.00	0.00	-0.51	-0.51
Conservation	0.00	0.00	0.00	0.00
Council on Aging	0.00	0.00	0.15	-0.85
DPW	0.00	0.00	0.00	0.00
Engineering	0.00	0.00	0.00	0.00
Fire	0.00	-1.00	-5.00	-5.00
Harbormaster	0.00	0.00	0.00	0.00
Highway	0.00	0.00	-2.00	-2.00
Inspections	0.00	0.00	0.00	0.00
IT	1.00	0.00	0.00	0.00
Library	0.00	0.00	-1.37	-0.80
Planning	0.00	0.00	0.00	0.00
Police	0.00	0.00	-3.20	-3.20
Public Grounds	0.00	-0.58	-1.58	-1.58
Recreation	0.00	-0.14	0.40	0.97
Selectmen	0.00	0.00	0.00	0.00
Sewer	0.00	1.00	-1.00	0.00
ShellFish	0.00	-0.11	-0.11	-0.11
Town Accountant	0.00	0.00	0.00	0.00
Town Administrator	0.00	0.00	0.00	0.00
Town Clerk	0.00	0.00	0.00	0.00
Transfer Station	0.00	0.00	0.00	0.00
Treasurer/Collector	0.00	0.00	0.00	0.03
Veterans Agent	0.00	0.00	0.00	0.00
Water	0.00	-1.00	-2.00	-3.00
Widows Walk	0.00	0.00	0.00	0.00
ZBA	0.00	0.00	0.00	0.00
Total	1.00	-1.83	-16.22	-16.05



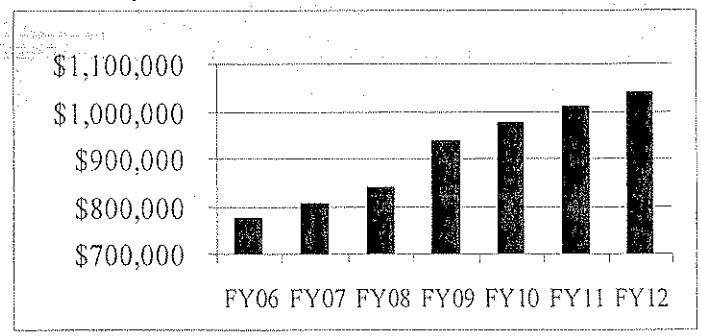
TOWN OF SCITUATE
FY 2012 BUDGET ASSUMPTIONS
as of December 1, 2010

REVENUE ASSUMPTIONS

1. Levy Limit

The Town is allowed to increase its tax levy limit 2.5% from the pervious year's base. This will increase the limit in FY 12 by $ 1,039,330.

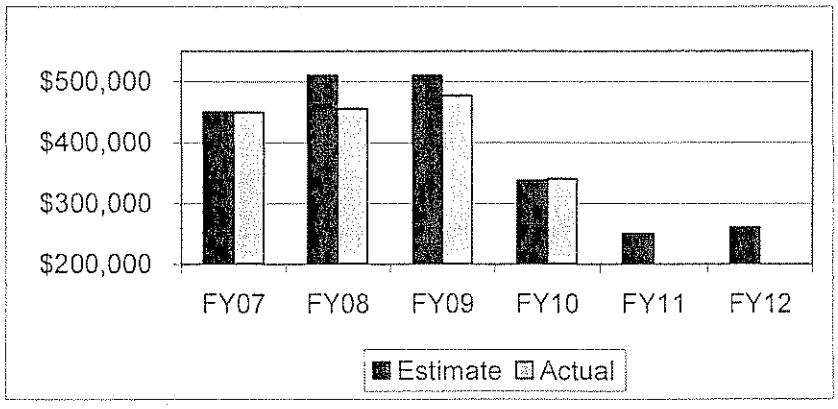
FY 11	$1,007,833
FY 10	$ 974,994
FY 09	$ 939,576
FY 08	$ 838,673
FY 07	$ 807,252
FY 06	$ 775,592



2. New Growth

FY 12 new growth is estimated to be $ 260,000.00

New Growth	Estimate	Actual
FY 11	$ 250,000	$ 290,389
FY 10	$ 337,500	$ 340,459
FY 09	$ 510,000	$ 477,143
FY 08	$ 510,000	$ 455,725
FY 07	$ 450,000	$ 449,578
FY 06	$ 500,000	$ 490,833

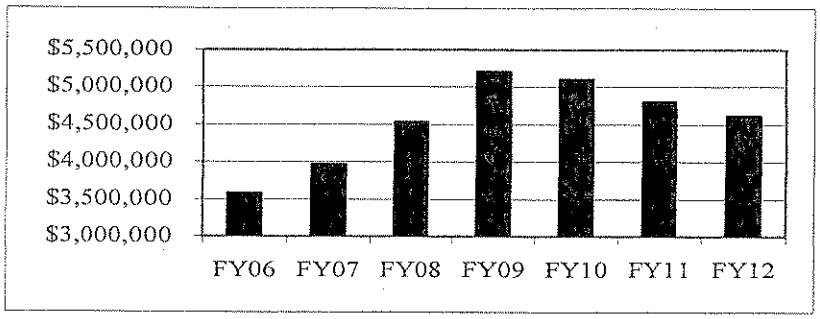


Trend: Unknown at this time but would expect growth to recover somewhat by FY 2013 as a result of the cycle lapse in permit filings vs. year reported.

3. Chapter 70 Aid is estimated to be reduced because stimulus funds will no longer be available; however this may change. The FY 12 amount is estimated to be $ 4,614,081.

FY 11	$ 4,806,334
FY 10	$ 5,104,541
FY 09	$ 5,208,715*
FY 08	$ 4,529,951
FY 07	$ 3,965,346

* In FY 09 American Recovery and Reinvestment Act (ARRA) funds were applied as a grant to supplement Chapter 70 payments from the Commonwealth in the amount of $547,771.

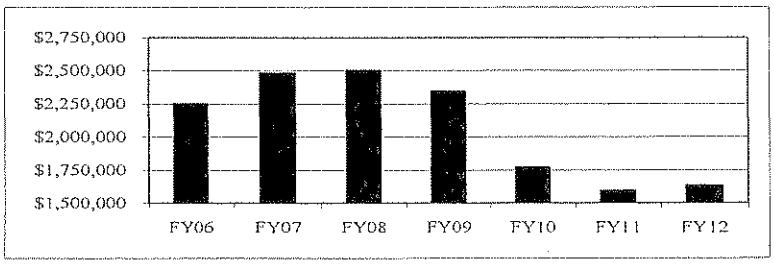


Trend: Based on input from several varied sources, a 4% line item in this account is projected. This would be approximately equal to FY 08 levels.

4. Unrestricted Aid (formerly Lottery Aid and Additional Assistance)

	Unrestricted Aid
FY 12	$1,633,478
FY 11	$1,701,540
FY 10	$1,772,437

	Lottery Aid	Additional Assistance	Total
FY 09	$ 1,469,986.00	$ 875,037.00	$ 2,345,023
FY 08	$ 1,628,696.00	$ 875,037.00	$ 2,503,733
FY 07	$ 1,607,467.00	$ 875,037.00	$ 2,482,504
FY 06	$ 1,376,394.00	$ 875,037.00	$ 2,251,431

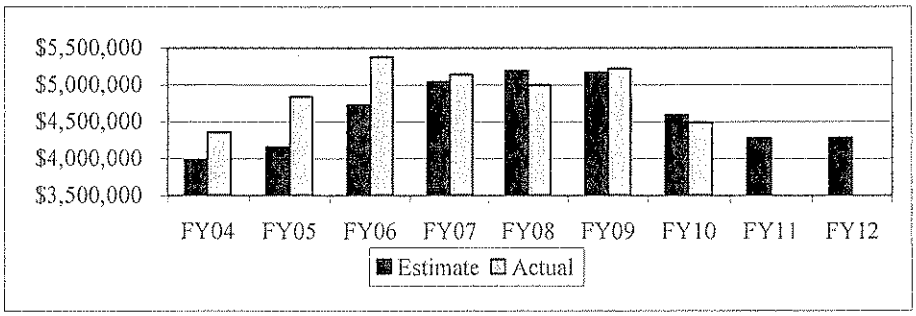


Trend: A 4% reduction in Unrestricted Aid is projected, FY 11, again similar to FY 08 levels.

5. General Fund Receipts

In FY 11 General Fund Receipts decreased by $209,337 to $4,276,778.

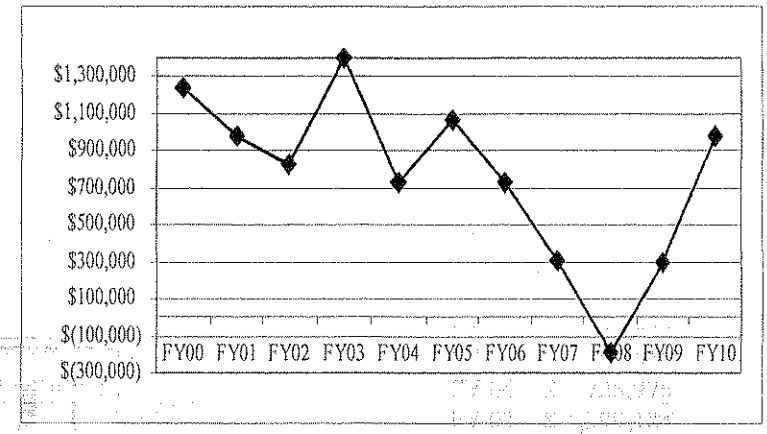
	Estimated	Actual	Variance (+ or -)
FY 12	$4,276,778		
FY 11	$4,276,778		
FY 10	$4,589,063	$4,486,115	$(102,948)
FY 09	$5,168,792	$5,217,955	$ 49,163
FY 08	$5,188,506	$4,996,497	$(192,009)
FY 07	$5,039,270	$5,138,939	$ 99,669
FY 06	$4,722,199	$5,375,970	$ 653,771
FY 05	$4,153,348	$4,835,603	$ 682,255
FY 04	$3,980,602	$4,356,942	$ 376,340



6. Trend: FY 12 General Fund Receipts are estimated to remain flat at this time but may need to be revised downward after second quarter receipts are analyzed.

7. Certified Free Cash (Undesignated Fund Balance)

FY 10	$ 976,826
FY 09	$ 293,677
FY 08	$ (189,322)
FY 07	$ 302,274
FY 06	$ 725,852
FY 05	$ 1,063,518
FY 04	$ 725,976
FY 03	$ 1,399,184
FY 02	$ 824,415
FY 01	$ 972,405
FY 00	$ 1,236,316



Trend: The Town has traditionally appropriated Free Cash to reduce the levy which in turn was used to subsidize operating budgets. This resulted in a limited ability to increase reserves and severely limited capital investment possible.

Tighter budgeting has increased Free Cash from a negative balance in FY 08 of (-$189,322) to FY 10 certified Free Cash of $976,826. This was a pre-meditated effort to increase funds for capital by not using it to fund recurring costs such as the operating budget. This represents a strong positive step in financial management of the Town.

8. Tax Title Collection

Tax Title Collections

	Estimated (Tax & Special Assessments)	Actual	Interest/Fees	
FY12	350,000			
FY11	350,000	88,704	24,350	As of 10/25/10
FY10		158,774	*30,264	
FY09		357,677	121,085	
FY08		212,162	**51,136	
FY07		74,969	11,123	
FY06		80,183	12,731	
FY05		143,859	21,837	
FY04		61,836	16,568	

*as of 11/9/09
** new policies

Deferral Collections

	Estimated (Tax & Special Assessments)	Actual	Interest/Fees	
FY12	50,000			
FY11	75,000	62,847	49,075	As of 10/25/2010
FY10		9,622	*502	
FY09		86,045	50,129	
FY08		25,051	7,179	
FY07		10,313	699	
FY06		54,910	25,548	
FY05		12,400	4,390	
FY04		15,649	3,042	

* as of 11/9/09

Taxes in Litigation

	Estimated (Tax & Special Assessments)	Actual	Interest/Fees	
FY12	0			
FY11	0	0	0	As of 10/25/10
FY10		0	0	0
FY09		0	0	0
FY08		0	0	0
FY07		0	0	0
FY06		0	0	0
FY05		2,455	2,242	2,242
FY04		0	0	0

Trend: The Town continues its aggressive stance with collecting tax titles and pursuing foreclosures. However, the budgetary amount allocated for FY 12 will need to be reduced as a result of budget constraints.

9. Medicaid Reimbursement

Medicaid Reimbursements	Estimated	Actual (Net)	Variance
FY 12	$ 90,000		
FY 11	$100,000		
FY 10	$160,972	$ 97,600	($ 63,372)
FY 09	$141,763	$160,972	($ 19,209)
FY 08	$184,848	$141,763	$ 43,085
FY 07		$187,848	
FY 06		$113,611	
FY 05		$ 97,715	
FY 04		$ 50,154	

Trend: It is anticipated that this revenue will continue to be inconsistent and not return to the number seen three to four years ago.

EXPENSE ASSUMPTIONS

1. A balanced budget is required by law.

2. Collective Bargaining/Non-Union Staff

   Of the 11 bargaining units in Town (five Town, six school) the contract status is as follows:

A 1% wage increase in the TOSCA contract is	$ 12,984.00	Expired; mediation in progress
A 1% wage increase in the Laborer's contract is	$ 17,082.00	Settled through 2012 (0%,1%,2%)
A 1% wage increase in the AMP contract is	$ 14,222.00	Settled through 2013 (0%,2%,2%,2%)
A 1% wage increase in the IBPO contract is	$ 15,508.00	Expired; mediation in progress
A 1% wage increase in the IAFF contract is	$ 25,488.00	Expired; arbitration in progress

The School Department has all contracts settled through FY 12.

The Town has 11 non-union staff. Four of these have individual employment agreements; one is being renegotiated.

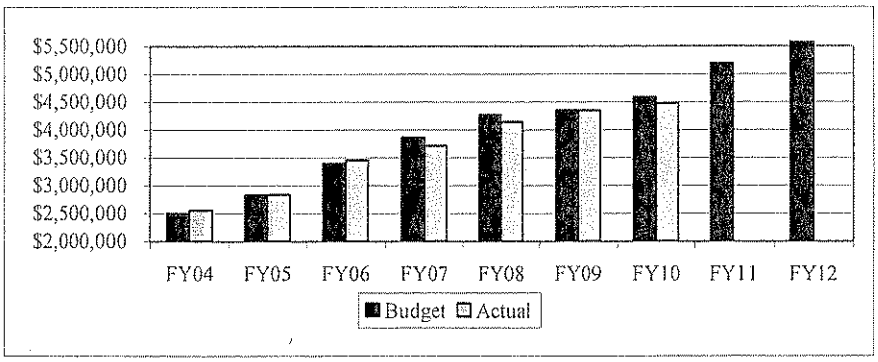
3. Net School Spending

The Town of Scituate Net School Spending amount as budgeted for FY 11 exceeded the minimum amount required under the education reform formula by $4,049,377.00. In FY 10 the amount that exceeded Net School Spending was $3,838,756.

4. Contributory Health and Life Insurance

The cost of health and life insurance plans for active and retired employees is expected to increase $675,184 (13%) in FY 12 to $5,868,908 In FY 11 a 16.07%increase was assumed. In FY 10 the increase was 13.25%

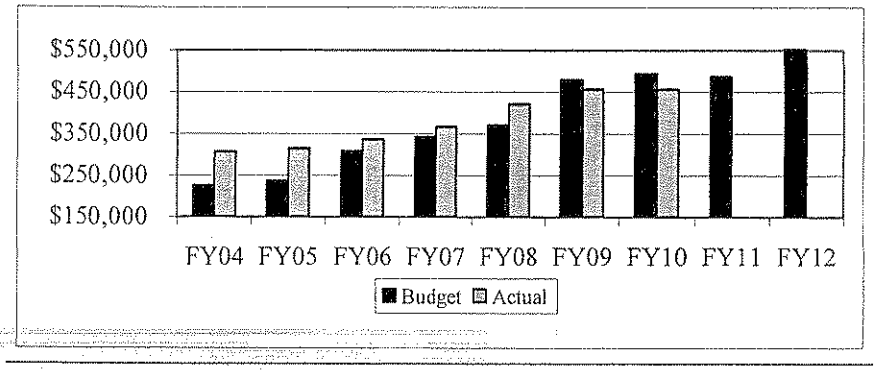
	Budget	Actual	Variance
FY12	5,868,908		
FY11	5,193,724		
FY10	4,586,242	4,474,572	(111,670)
FY09	4,353,000	4,351,147	1,854
FY08	4,272,554	4,145,935	126,619
FY07	3,866,882	3,716,529	150,353
FY06	3,398,250	3,452,726	(54,476)
FY05	2,837,000	2,837,000	0
FY04	2,500,000	2,556,014	(56,014)



Trend: Budgetary projections are challenging because rates can be set after our April Town Meeting (as was the case in FY 10 and in FY 11). Fluctuations throughout the year in the total enrolled census also have an impact. This line item will continue to increase although the option to have some flexibility in plan options has been bargained with two of the town's five unions. Federal and state legislative changes may have some impact but not for the foreseeable future. Of most concern, as high as the increases have been, they would have been higher in FY 10 and FY 11 if not subsidized in each year with $3 million dollars in reserves from the health plan group.

5. Medicare/FICA

	Budget	Actual	Variance
FY12	552,876		
FY11	487,000		
FY10	494,266	456,025	38,241
FY09	479,266	456,514	22,752
FY08	370,000	420,846	(50,846)
FY07	343,000	366,255	(23,255)
FY06	308,000	336,356	(28,356)
FY05	237,000	314,263	(77,263)
FY04	226,000	306,781	(80,781)



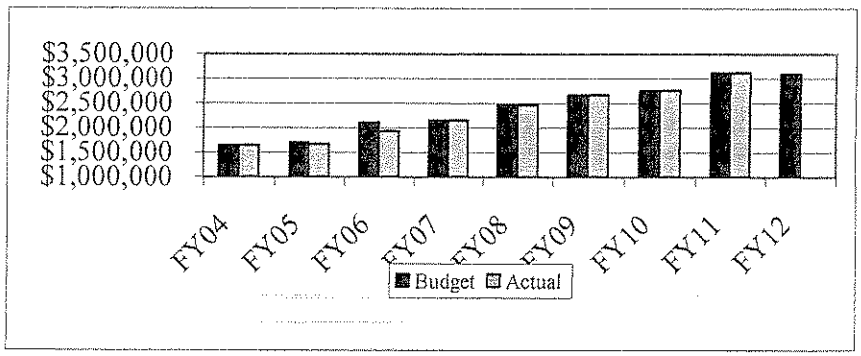
Trend: This line item will continue to be challenging to predict for FY 12 because of uncertainty regarding employee status changes as a result of budget reductions.

6. Retirement Assessment (Contributory and Non-Contributory)

FY 12 Retirement Assessments will decrease $13,200 (.41%) to $ 3,192,924. This amount will be used to seed an OPEB Fund to be established at 2011 ATM.

Contributory

	Budget	Actual	Variance
FY12	$3,103,047		
FY11	3,118,030	3,118,030	0
FY10	2,758,350	2,758,350	0
FY09	2,668,612	2,668,612	0
FY08	2,464,168	2,464,168	0
FY07	2,153,248	2,153,248	0
FY06	2,104,099	1,929,160	174,939
FY05	1,698,327	1,668,172	30,155
FY04	1,640,908	1,640,908	0



Non Contributory

	Budget	Actual	Variance
FY12	89,877		
FY11	88,094		
FY10	87,094	86,320	774
FY09	107,000	84,557	22,443
FY08	105,000	89,208	15,792
FY07	102,462	95,156	7,306
FY06	94,700	91,380	3,320
FY05	113,161	104,978	8,183
FY04	119,500	103,824	15,676

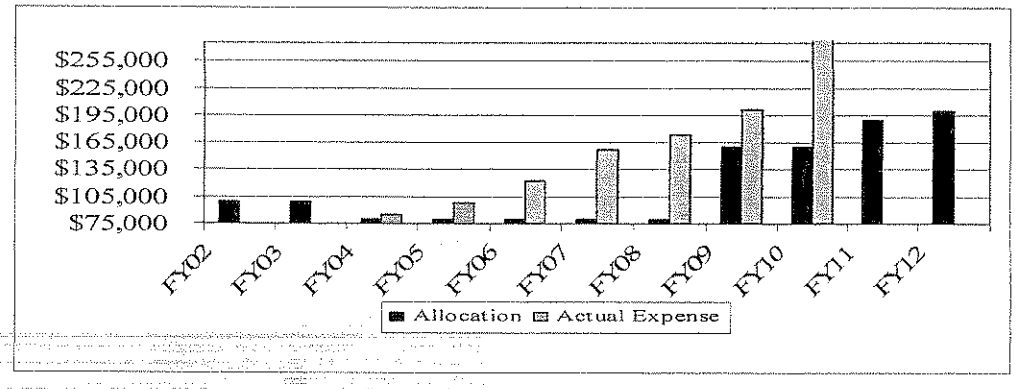
Trend: Pension investments saw some recovery in FY 10 and the transfer of the Plymouth County Sheriff's Office to the Commonwealth has been completed. (assets only, liability remains). Cost reimbursement for these employees still is being negotiated. Retirees at 5% contribution levels as opposed to the current rate of 9+2% will result in increases in significant amounts for the next several years. The Town does avail itself of making a one-time payment (versus semi-annual) to avert additional interest costs from the County which results in considerable savings.

We have five retirees still paid through non-contributory pensions as a result of being enrolled before the current contributory retirement system and this amounts increases with cost of living adjustments.

7. Workers' Compensation

	Allocation		Actual Expense
FY 12	$ 200,000		
FY 11	$ 190,000	YTD	$ 68,000
FY 10	$ 160,000		$ 303,738
FY 09*	$ 160,000		$ 201,012
FY 08	$ 80,000		$ 173,476
FY 07	$ 80,000		$ 156,587
FY 06	$ 80,000		$ 122,407
FY 05	$ 80,000		$ 98,220
FY 04*	$ 80,000		$ 84,865
FY 03	$ 100,000		$ 57,974
FY 02	$ 100,000		$ 51,720

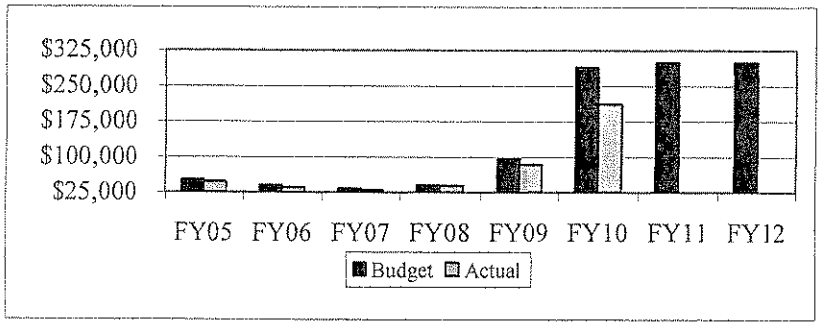
* Line of Duty included in expenditures included from FY 04 to FY 09. Separate insurance now.



Trend: Before FY 11 this account was under-funded. An accounting change for FY 11 will help mitigate costs going forward, to minimize the occurrence of what happened in FY 10 before the change. The addition of the Stop/Loss on this Fund will increase the appropriation in future fiscal years until the Fund Balance is such that the interest generated can pay the premium and other administrative costs.

8. Unemployment

	Appropriated	Actual	Variance
FY 12	$300,000	$	$
FY 11	$300,000	$ 86,000	YTD
FY 10	$290,000	$211,607	$78,393
FY 09	$ 96,000	$ 83,600	$12,400
FY 08	$ 40,000	$ 39,461	$ 539
FY 07	$ 33,000	$ 30,549	$ 2,451
FY 06	$ 39,775	$ 35,262	$ 4,513
FY 05	$ 51,699	$ 47,186	$ 4,513



Trend: This fund was increased in FY 11 in anticipation of layoffs. Expenditures this year are still well above prior years but YTD are within budget. While level funding is projected for FY 12, this allocation may be revised at a later date.

9. Special Education

	Outside Placements	Circuit Breaker Reimbursements
FY 12	$ 2,014,783	$ 410,000
FY 11	$ 2,014,783	$ 410,000
FY 10*	$ 2,111,352	$ 406,452
FY 09	$ 1,900,319	$ 948,368
FY 08	$ 2,210,065	$1,130,603
FY 07	$ 2,197,483	$1,010,035
FY 06	$ 2,087,901	$ 605,719

* Reflects reduction from 72% to 38%

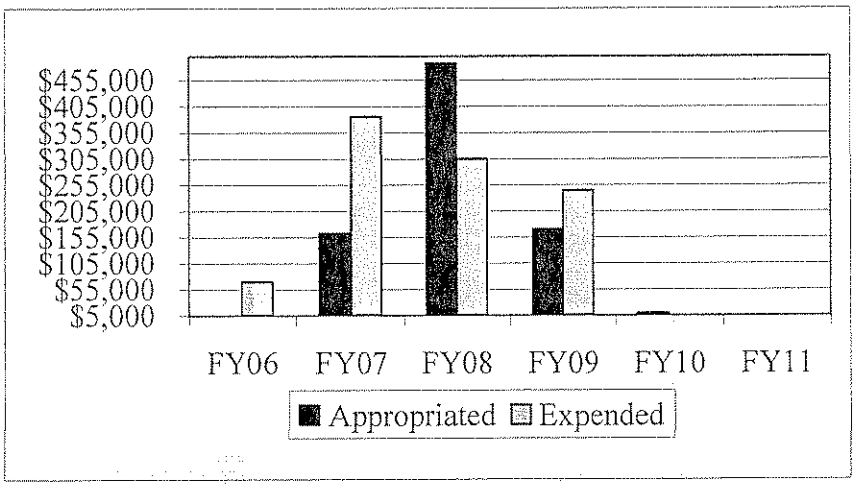
Trend: The FY 12 estimated projection is based on present students.

10. Stabilization Fund

An allocation should be made each year to the Stabilization Fund. Interest earned by the Stabilization Fund will be allocated back into it.

	Appropriated	Interest	Expended	Balance 07/01/10
				$2,202,033
FY 11	$			
FY 10	$ 9,415	$ 15,814	$ 0	
FY 09	$ 169,850	$ 42,242	$ 243,942	
FY 08	$ 486,436	$ 71,942	$ 305,000	
FY 07	$ 162,593	$ 106,890	$ 385,000	
FY 06	$2,065,446*	$ 75,347	$ 70,000	

*Beginning Balance



11. Reserve Fund

Reserve Fund	Budgeted	Expenditures	Variance
FY 11	$81,871		
FY 10	$90,000	$ 81,004	$ 8,996
FY 09	$90,000	$ 90,000	
FY 08	$90,000	$ 89,840	$ 160
FY 07	$90,000	$ 86,460	$ 3,540
FY 06	$90,000	$ 90,000	
FY 05	$90,000	$ 90,000	
FY 04	$90,000	$ 14,540	$ 75,460

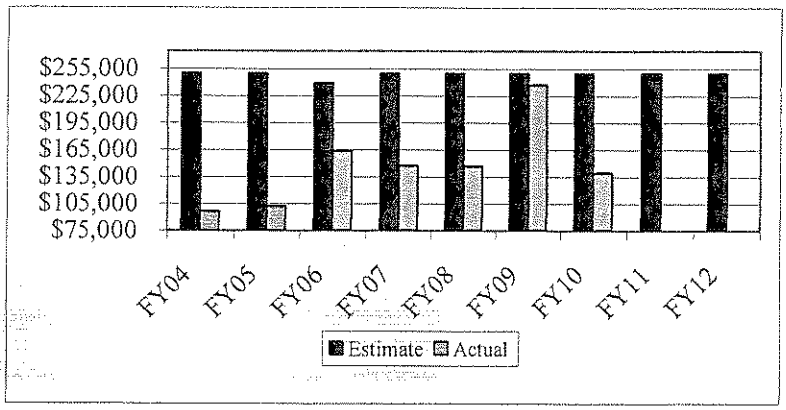
Trend: The Reserve Fund is for emergency or unforeseen events the use of which has not always been consistent. Better budgeting should, overt time, reduce this line item.

12. Allowance for Abatements/Exemptions

The allowance for abatements and exemptions for FY 2012 will be approximately $250,000.

Abatements/Exemptions

	Estimated	Raised	Actual
FY 12 *	$250,000		
FY 11	$250,000		
FY 10	$250,000	$250,000	$139,784
FY 09*	$200,000	$250,000	$237,203
FY 08	$150,000	$250,000	$146,817
FY 07**	$160,000	$250,000	$147,444
FY 06*	$175,000	$239,440	$163,760
FY 05	$125,000	$102,140	$102,140
FY 04	$100,000	$250,000	$ 96,480



Trend: In FY 10 we experience a DECREASE in abatement filings compared to the previous fiscal year (62 filings in FY 2010 vs. 150 in FY 2009). Exemption filings by seniors, veteran, etc are generally consistent from year to year. Assessments were decreased in FY 2010 and will see an additional decrease for FY 2011. However, abatement filings may increase due to economic conditions as well as taxpayer perceptions and misunderstanding regarding the assessment process. There will continue to be a reserve of approximately $35,000 for the pending ATB case with the Archdiocese.

FY 12 is a revaluation year which will require an appropriation at town meeting.

* Revaluation year
** Veterans exemption allowance increased.

13. Maturing Debt and Interest*

* Excludes Enterprise Fund debt

General Fund
Debt

	Budget	Actual
FY12	2,106,580	
FY11	2,276,194	
FY10	2,228,430	2,181,743
FY09	2,307,447	2,338,486
FY08	1,534,883	1,585,447
FY07	1,135,089	1,453,354
FY06	994,210	707,530
FY05	1,265,623	546,134
FY04	1,007,078	668,320

Trend: The Town will be floating a bond of approximately xx in March of 2011. In addition, regular investments for a rolling capital plan are expected to commence in FY 12 with an authorization for borrowing that will be funded in FY 13 and forward.

14. General Liability/Property Insurance

	Budget	Actual	Variance
FY12	412,284		
FY11	404,200		
FY10	460,000	460,000	0
FY09	448,007	444,101	3,906
FY08	447,000	434,288	12,712
FY07	437,572	437,572	0
FY06	426,139	426,139	0

FY05	350,464	350,464	0
FY04	330,000	306,253	23,747

PROGRAM ASSUMPTIONS:

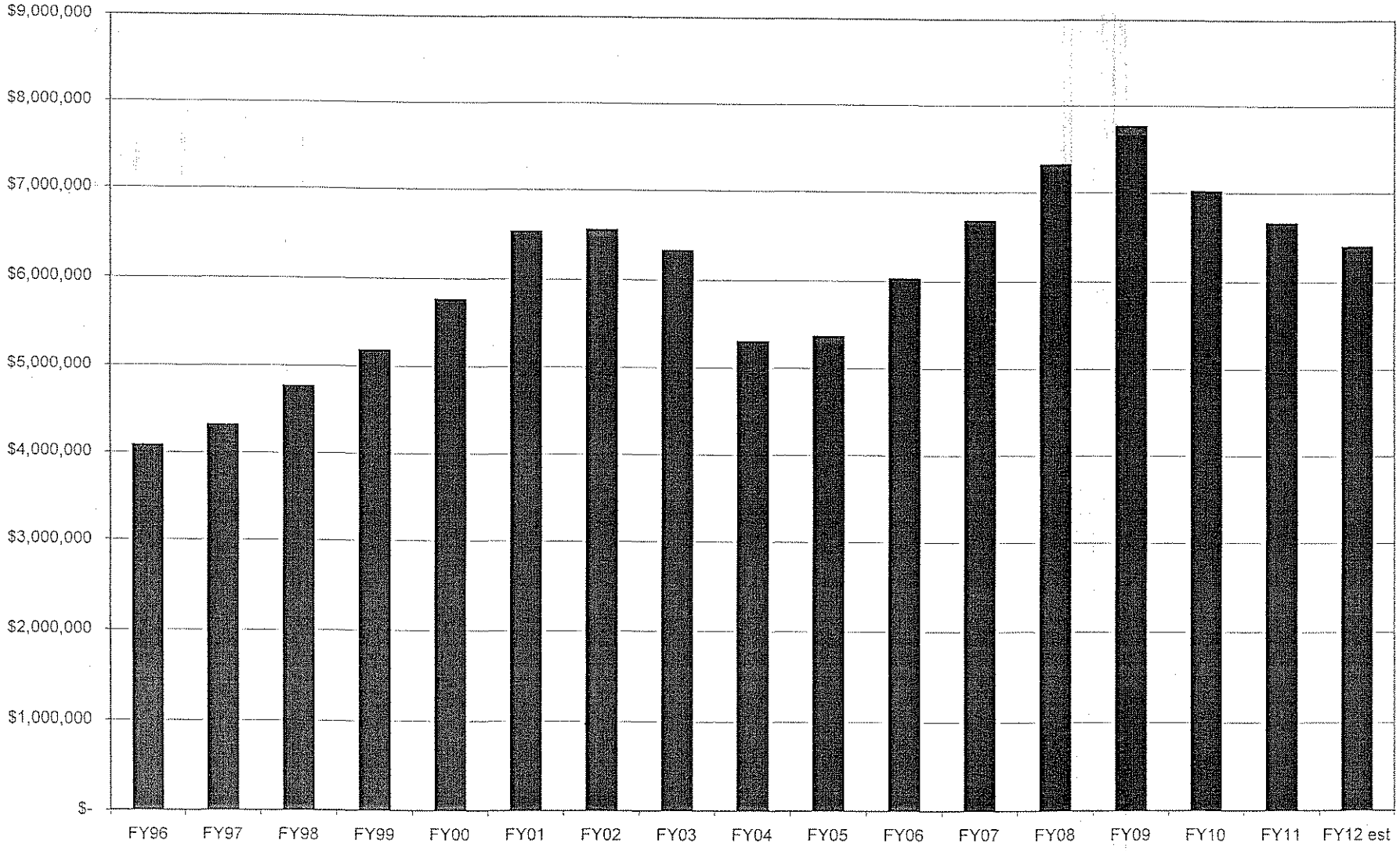
Programs, services and staffing will be difficult to maintain at current levels which were already reduced in some key areas for FY 11. The availability of funds, prior year identified needs and priorities established by department heads will also be considered. Town side focus this year will continue to focus on developing its IT capacity and capital/ facility maintenance needs.

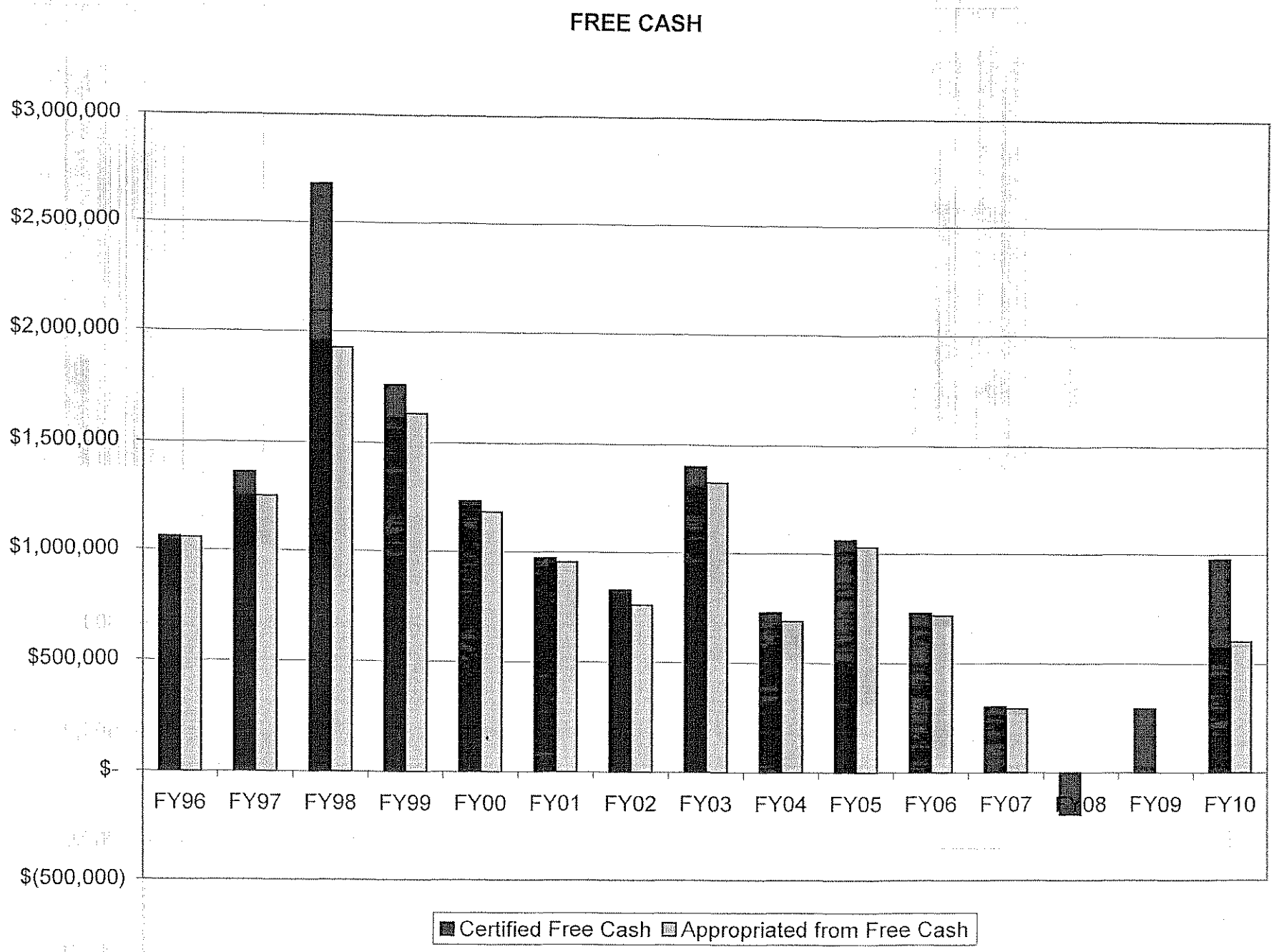
Long-range budget and strategic planning substantiated by established goals and objectives are now in place.

PAV;10/10

Data provided by:
Mary Gallagher, Town Accountant
Jane Lepardo, Treasurer/Collector
Steve Jarzembowski, Director of Assessing

Projected State Aid




FREE CASH
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$-
$(500,000)
FY96
FY97
FY98
FY99
FY00
FY01
FY02
FY03
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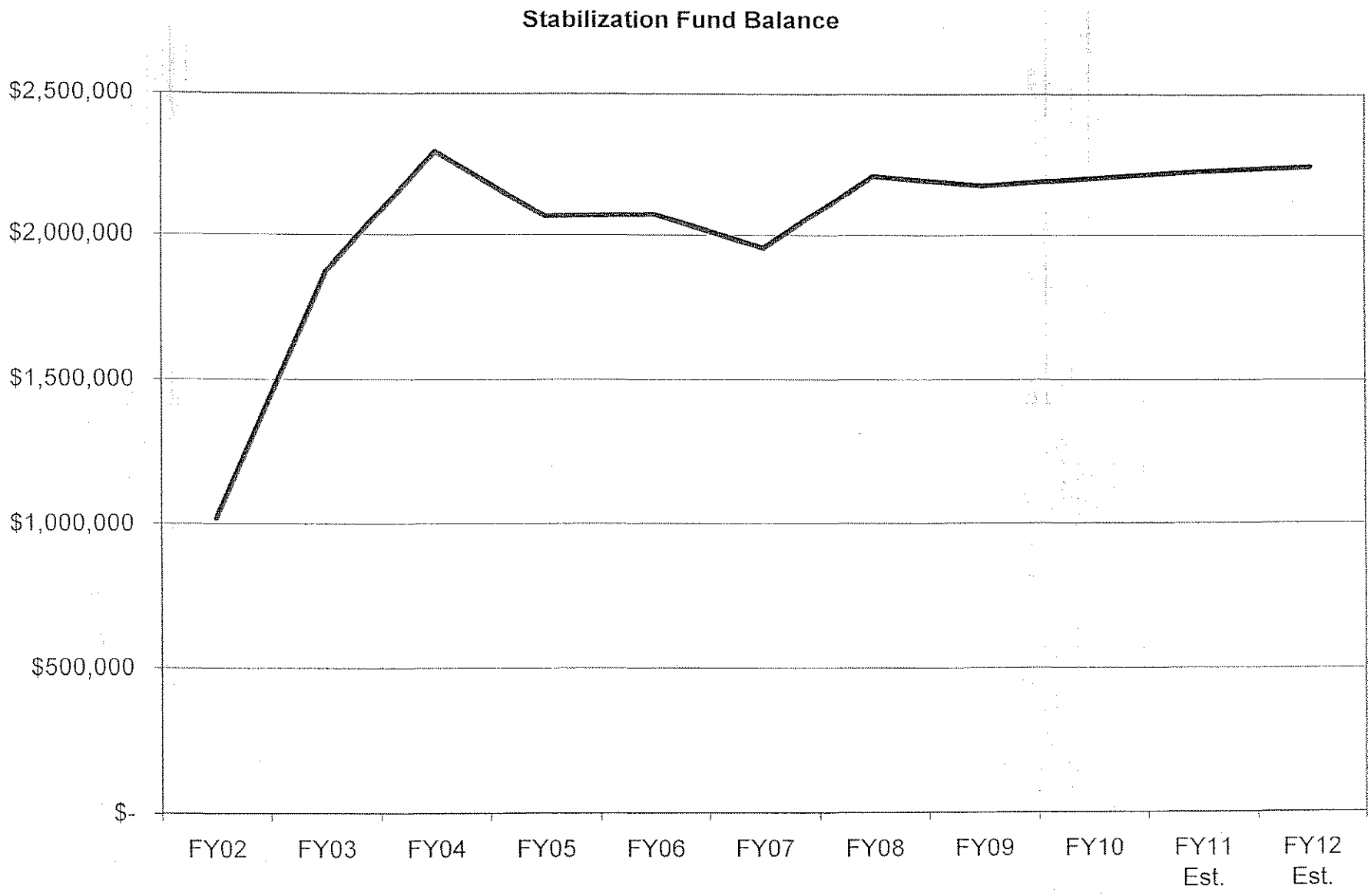
FY05
FY06
FY07
FY08
FY09
FY10
Certified Free Cash
Appropriated from Free Cash


Stabilization Fund Balance
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$-
FY02
FY03
FY04
FY05
FY06
FY07
FY08
FY09
FY10
FY11 Est.
FY12 Est.

TOWN OF Scituate
Fiscal Year 2012
PRELIMINARY ESTIMATED SOURCES AND USES

(Only includes fixed costs at this time,)
(Does not include Enterprise Funds at this time)
(Document is not final and subject to change)

AMOUNT TO BE RAISED:

Appropriations(Shared Budgets)	
General Government	522,000
Public Safety	
Schools	
South Shore Regional	634,640
Public Works	
Human Services	
Recreation & Resources	
Debt Service	1,180,000
Employee Benefits	9,759,690
Widow's Walk Enterprise Fund	
Transfer Station Enterprise Fund	
Wastewater Enterprise Fund	
Water Enterprise Fund	
Waterways Enterprise Fund	
Special Articles:	
Capital Projects	
Conservation Funds	
Total Appropriations	**12,096,330**
Overlay Reserve	250,000
Cherry Sheet Assessments	573,342
Cherry Sheet Offsets	24,195
Transfer to Transfer Station	100,000
Article: Revaluation	70,000
Total	**13,113,867**

ESTIMATED RECEIPTS:

Revenues:	
Local Estimated Receipts	4,276,778
Cherry Sheet	6,421,704
Enterprise Funds	661,717
Available Funds	6,858
Total	11,367,057
Total to be Raised	13,113,867
Total Estimated Receipts	11,367,057
Tax Levy Required	1,746,810
Actual Tax Levy Limit	42,903,920
Revenue available after fixed costs	**$ 41,157,110**

Available Funds	
Prior Year Article Transfers	
Title V Assessments	6,858
Reserve for Debt Exclusion(s/n/b included as excluded debt in not included)	
Total	**6,858**

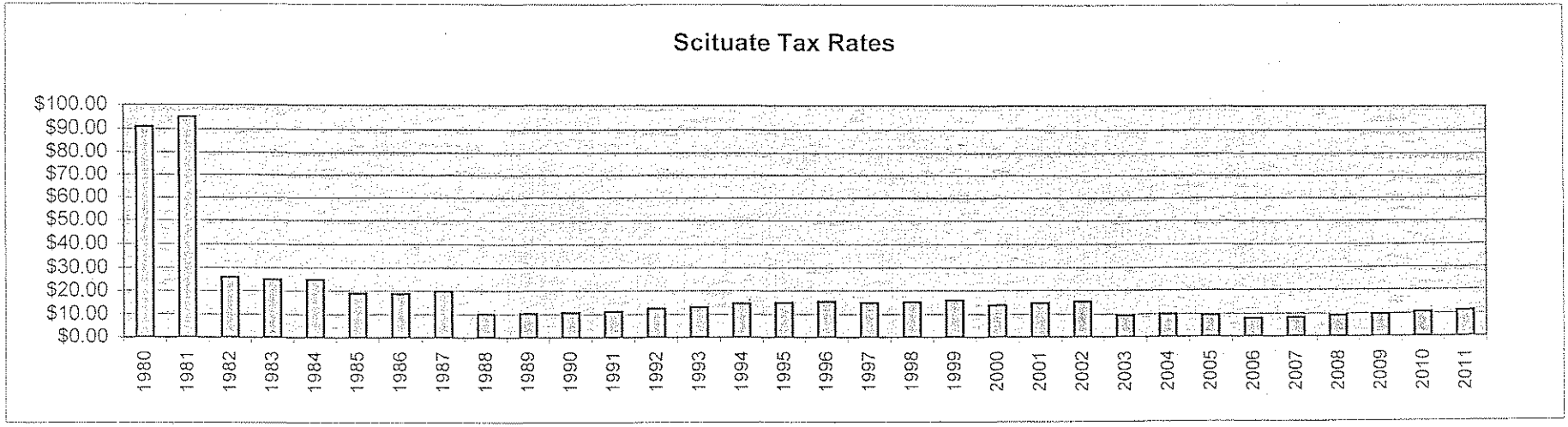
Enterprise Funds	
Widow's Walk Golf Course	47,994
Transfer Station	120,040
Wastewater	189,373
Wastewater Retained Earnings	
Wastewater Prior Year Articles	
Water	215,984
Water Retained Earnings	
Water Prior Year Articles	
Waterways	88,326
Waterways Retained Earnings	
	-
Total (reimbursement to GF for indirects)	**661,717**

12/14/2010 10:40

Town @ 33.33	**13,717,665**
School @ 66.67	**27,439,445**

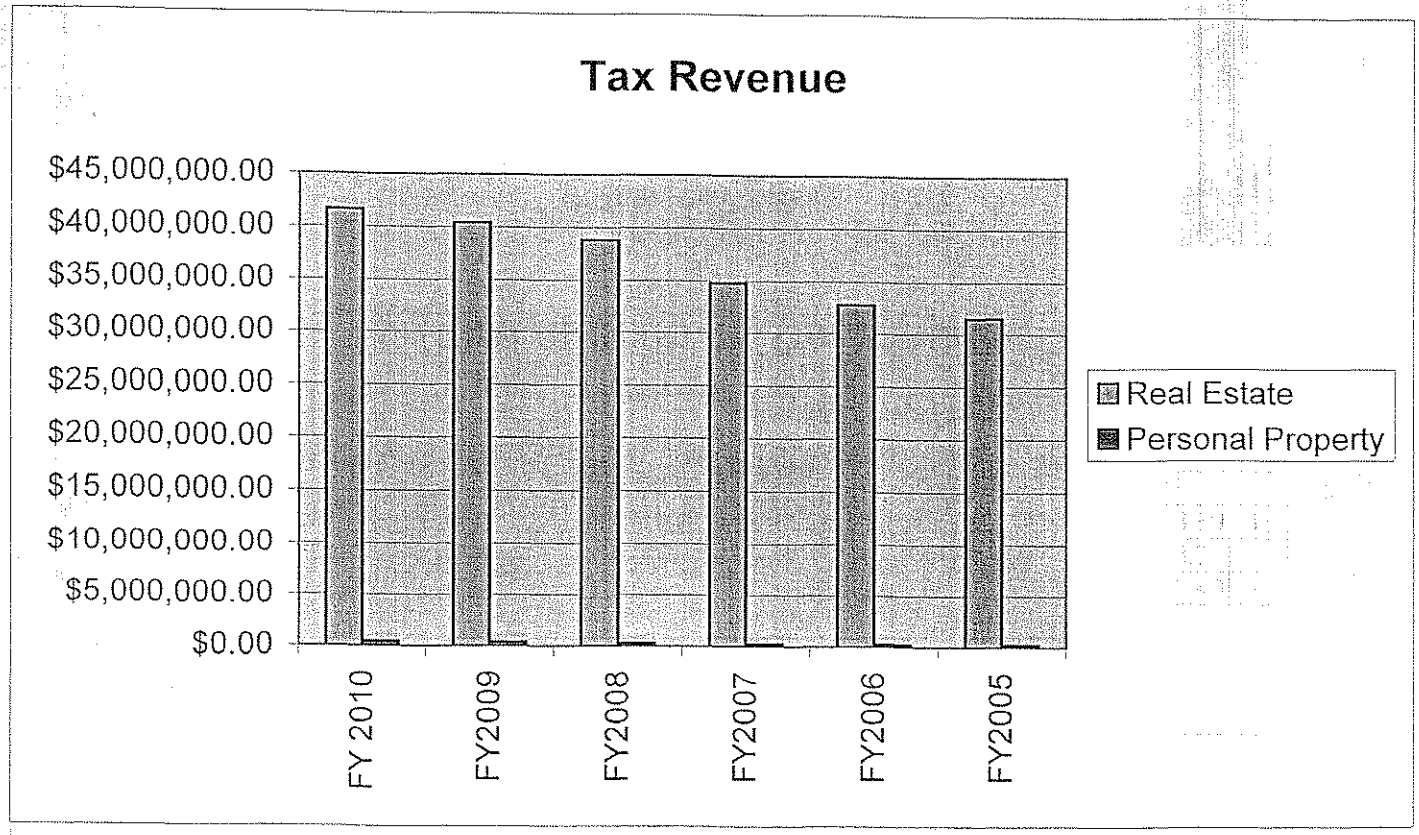
Tax Rates for the Town of Scituate

YEAR	TAX RATE		YEAR	TAX RATE
1980	$91.00		1996	$15.33
1981	$95.00		1997	$14.80
1982	$25.90		1998	$15.19
1983	$24.90		1999	$15.87
1984	$24.90		2000	$13.85
1985	$18.90		2001	$14.70
1986	$18.68		2002	$15.31
1987	$19.78		2003	$9.38
1988	$10.01		2004	$10.00
1989	$10.27		2005	$9.48
1990	$10.57		2006	$8.16
1991	$11.09		2007	$8.31
1992	$12.54		2008	$9.22
1993	$12.97		2009	$9.68
1994	$14.50		2010	$10.56
1995	$14.93		2011	$11.25



Town of Scituate Tax Revenue

	FY 2010	FY2009	FY2008	FY2007	FY2006	FY2005
Real Estate	41,612,792.18	40,409,057.49	38,811,852.77	34,788,088.44	32,781,233.69	31,517,187.24
Personal Property	441,115.17	391,226.88	311,417.58	253,441.04	247,673.71	243,465.64
Total	42,053,907.35	40,800,284.37	39,123,270.35	35,041,529.48	33,028,907.40	31,760,652.88



Massachusetts Department of Revenue
Division of Local Services
Municipal Databank/Local Aid Section

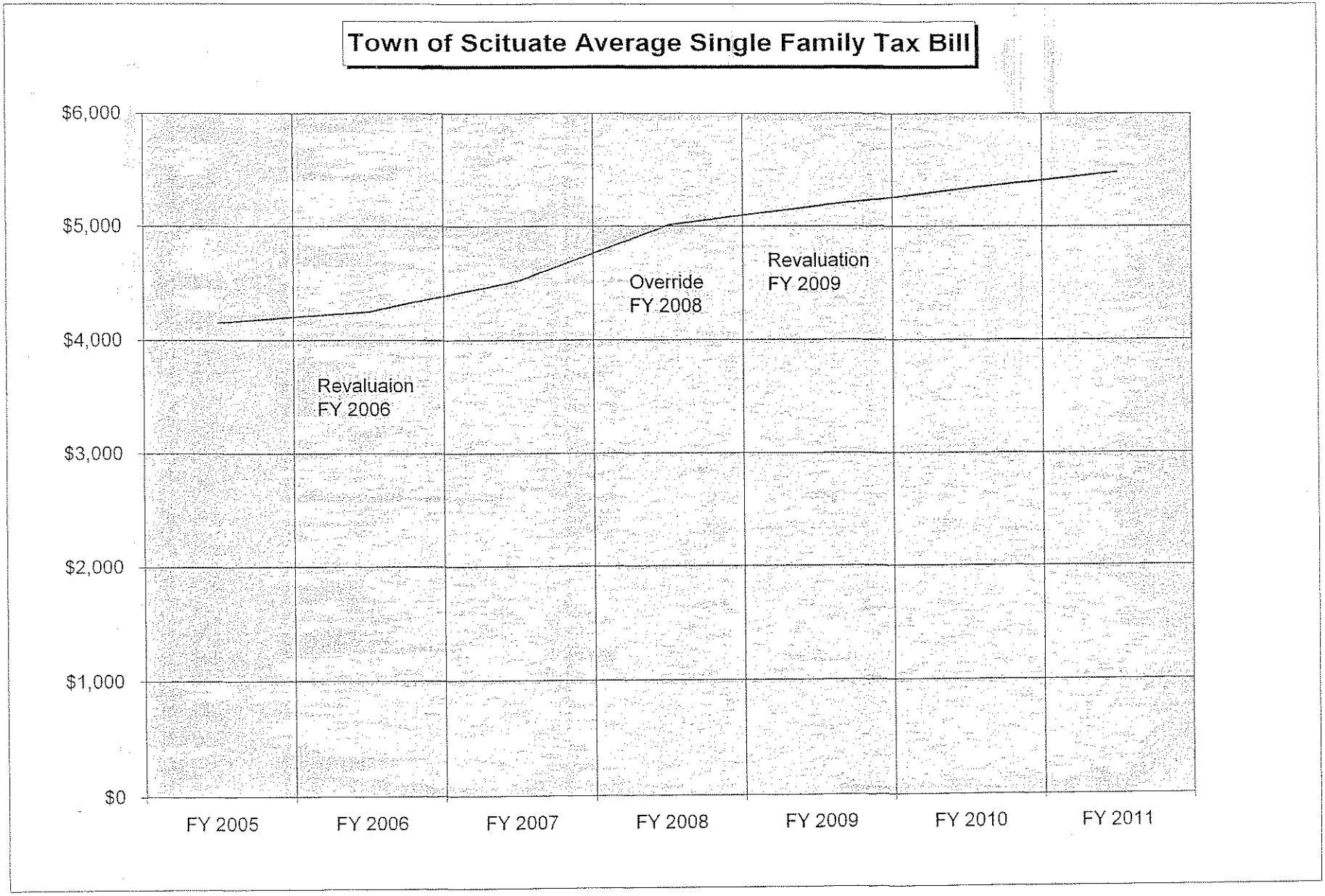
Fiscal Year 2010 Average Single Family Tax Bill

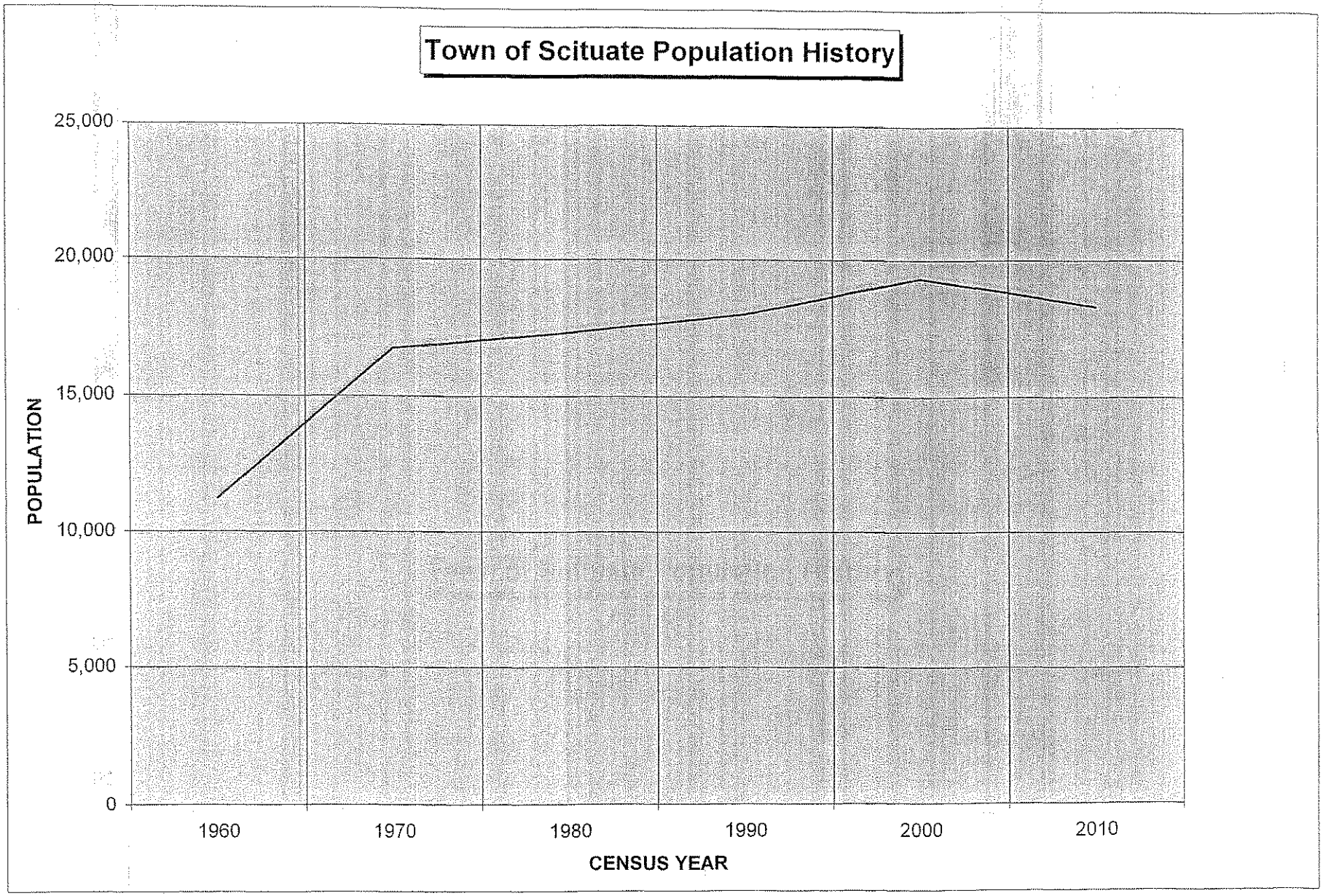
DOR Code	Municipality	Assessed Value	Parcels	Average Value	Tax Rate	Single Family Tax Bill	Hi-Lo Rank	# of Towns Included
001	ABINGTON	1,151,315,800	3,687	312,264	13.86	4,328	119	337
040	BRAINTREE	3,285,343,400	8,995	365,241	9.67	3,532	184	337
042	BRIDGEWATER	1,705,063,200	5,204	327,645	12.31	4,033	144	337
065	COHASSET	1,941,667,900	2,263	858,006	11.22	9,627	10	337
082	DUXBURY	2,943,055,100	4,814	611,353	11.81	7,220	34	337
122	HANOVER	1,752,721,300	4,090	428,538	13.41	5,747	55	337
145	KINGSTON	1,322,719,200	3,680	359,435	13.54	4,867	90	337
171	MARSHFIELD	3,524,537,000	8,982	392,400	10.75	4,218	126	337
189	MILTON	3,691,892,700	7,113	519,035	13.35	6,929	37	337
219	NORWELL	1,869,210,400	3,280	569,881	12.75	7,266	32	337
239	PLYMOUTH	5,560,531,300	17,700	314,154	12.42	3,902	153	337
264	SCITUATE	3,349,506,500	6,622	505,815	10.56	5,341	62	337
336	WEYMOUTH	3,916,236,400	13,074	299,544	11.09	3,322	215	337
	Total	481,744,341,860	1,289,112	373,702		4,390		

Massachusetts Department of Revenue
Division of Local Services
Municipal Databank/Local Aid Section

Fiscal Year 2010 Average Single Family Tax Bill

DOR Code	Municipality	Assessed Value	Parcels	Average Value	Tax Rate	Single Family Tax Bill	Hi-Lo Rank
009	ANDOVER	4,656,528,600	8,484	548,860	13.19	7,239	33
023	BEDFORD	1,680,964,970	3,318	506,620	13.08	6,627	40
037	BOXBOROUGH	590,909,600	1,167	506,349	16.53	8,370	19
164	LYNNFIELD	2,046,049,550	3,798	538,718	12.84	6,917	38
189	MILTON	3,691,892,700	7,113	519,035	13.35	6,929	37
264	SCITUATE	3,349,506,500	6,622	505,815	10.56	5,341	62
277	SOUTHBOROUGH	1,521,871,800	2,774	548,620	14.06	7,714	25
298	TOPSFIELD	977,312,000	1,836	532,305	13.87	7,383	29
	Total	18,515,035,720	35,112	527,314		4,390	


Town of Scituate Average Single Family Tax Bill
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$0
Revaluaion
FY 2006
Override
FY 2008
Revaluation
FY 2009
FY 2005
FY 2006
FY 2007
FY 2008
FY 2009
FY 2010
FY 2011


Town of Scituate Population History
25,000
20,000
15,000
10,000
5,000
0
POPULATION
1960
1970
1980
1990
2000
2010
CENSUS YEAR

FY 2012 Departmental Operating Budgets

Requested and Town Administrator Recommended

FY 2012 BUDGET

TOWN OF SCITUATE
BOARD OF SELECTMEN

The Board has identified the following focus areas for FY 12:

Economic Development

- To increase opportunities for economic development in the community
- To explore regional approaches for services with other communities
- To look to long-term and long-range needs of the Town

Personnel

- To stay abreast of contractual obligations and their future costs
- To monitor the effect on programs and services because of budget cuts
- To support ongoing review, accountability and clear delineation of job duties tied to performance.

Finances and Budgeting

- To present a balanced budget
- To continue to refine and enhance the budget process
- To address challenges of reduced state aid and new growth for immediate future
- To continue to use the Financial Forecasting Model as a reliable tool
- To reduce use of Free Cash for operating expenses
- To work collaboratively with the School Department in support of education for our children
- To be transparent and keep residents informed
- To begin to address unmet capital needs as an investment in the Town's future
- To insure tax exempt property listings are up-to-date

Town Operations

- To continue the commitment to establishing an IT Department to address all software and hardware needs that improve service delivery and safeguards the Town's date
- To work with the School Committee on the establishment of an overarching plan that addresses town and school building needs particularly Gates School
- To assist Pier 44 Building Options and Feasibility Committee in determining future uses of Pier 44
- To increase public access cable opportunities and programming in the community with the advent of the new studio

Public Works and the Environment

- To bring an overarching approach to environmental issues
- To initiate a program, financial or otherwise, to attempt to address the sea wall deficiencies throughout the Town of Scituate
- To maintain sidewalk replacement program
- To bring wind turbine and solar array projects to fruition and make a plan for future revenues and electricity distribution
- To explore adequacy of current playing fields
- To maximize opportunities and grants for Green Energy
- To monitor and explore waste water treatment capacity and current treatment methods

CHART OF ACCOUNTS

100 GENERAL GOVERNMENT

122	Selectmen
123	Administrator
131	Advisory Committee
132	Reserve Fund
135	Accountant
141	Assessors
145	Treasurer/Collector
149	Administration
161	Town Clerk
171	Conservation Commission
175	Planning Board
176	Zoning Board of Appeals
192	Insurance/Town

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: SELECTMEN**

MISSION STATEMENT

This department maintains the chief executive office of the Board of Selectmen, who oversee the efficient and orderly operation of Town government. The department carries out all administrative duties of the Board of Selectmen including: the annual appointment process, licensing, bi-weekly public meetings, annual Town and Special Town Meetings and serves as a link between the Board of Selectmen and the residents of the Town of Scituate.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. **Goal:** **Improve Licensing Database** (July 1, 2011 – ongoing)
   Strategy:
   a. Manually review all license files
   b. Create Excel master spread sheet for licenses
   c. Input license data onto spread sheet

2. **Goal:** **Create Historical File for Liquor Licensees** (September 2011 – ongoing)
   Strategy:
   a. Review Minutes indexes as they pertain to liquor license matters for past 10 years
   b. Input historical data into file
   c. Enter new liquor license data into the file on a monthly basis to facilitate "up to date" information for the ABCC's annual report due in February 2012

3. **Goal:** **Review Processes, Approval and Administration of Entertainment and Common Victualler Licenses and Amusement Devices and Common Victualler's with Town Administrator**(August 2011 to December 2011)
   Strategy:
   a. Review Massachusetts General Laws for these types of licenses
   b. Compile data on existing license descriptions, ie. type of entertainment, days of week and hours, types of amusement devices, etc.
   c. Work with Town Administrator to implement new guidelines, revise applications and work with licensees and Selectmen to vote amended licenses

4. **Goal:** **Improve Annual Appointment Process** (January – April 2012)
   Strategy:
   a. Review and Update Annual Appointment Process letter for Committees, Boards, etc.
   b. Update appointment data sheet that Committee, Board, Commission, Council's fill out to include items such as a list of the current members, number of meetings attended, number of times a member abstained from voting, etc.

MAJOR BUDGET COMPONENTS

The Administrative Assistant creates the Department's budget, administers payroll, drafts and posts meeting agendas, takes minutes at Selectmen's meetings, generates yearly license documents, orders employee recognition awards and certificates, orders office supplies, reviews and pays all Town legal bills, administers the Town memorial program and addresses resident concerns on a wide variety of issues.

The Administrative Assistant makes the following preparations for each Selectmen's Meeting: **Pre-meeting** (1) compiles agenda items in master agenda book, (2) drafts agenda and e-mails it to Chairman of the Board of Selectmen(BOS) and the Town Administrator for approval, (3) prints and posts agenda 48 hours prior to meeting, (4) e-mails or faxes agenda to Selectmen, Town Administrator, Superintendent of Schools, Chairman of the School Committee, Cable Television, Press and applicants for various items, (5) works with department heads on specific agenda topics in terms of what a BOS vote needs to accomplish, (6) gathers "back up" documents to support the agenda item/motion, (7) fills out Executive Action forms for each agenda item and writes motions for each topic that requires a vote, (8) compiles, copies, collates and fills seven binders with agenda packets (including all "back up" materials), and (9) distributes agenda notebooks to Selectmen and the Town Administrator. **Meeting Time** – (1) Prepares meeting room by placing agenda on audience seats, Board nameplates and gavel placed in position, (2) distributes any additional materials to the BOS and Town Administrator, and (3) takes Regular Meeting and Executive Session minutes. **Post Meeting** – (1) transcribes minutes, (2) generates correspondence as a result of the meeting, (3) completes Executive Action forms reflecting BOS votes for specific departments, and (4) generates and mails out appointment documents and updates Excel Appointment spread sheet.

General legal and litigation bills account for the greatest portion of this budget. Legal advertising for the Annual and Special Town Meetings, printing of the Town Report, employee recognition awards and Personal Services (one full time Administrative Assistant (35 hours/week) and one Part-Time Secretary (10.50 hours/week) comprise most of the remaining balance.

FY 12 RISKS AND CHALLENGES

The greatest risk to this Department's budget is the inability to estimate legal bills with any degree of accuracy. Unfortunately, it is not known in advance what cases may arise or be settled during the fiscal year.

An ongoing challenge for this office has been achieving optimum productivity in the face of fairly constant interaction with the general public and fellow staff members. Uninterrupted time in which to accomplish any number of tasks is at a minimum. Public records request from residents, answering questions about the Town's memorial program and sticker sales/administration continue to be challenging as well as very time consuming. Some technological advancements (multiple fax machines, upgraded telephone system, revamped Town website) have helped to improve the situation and have increased the level and quality of communication between our office, the residents and our co-workers. We are optimistic further progress will be made on our office's "time management" with the advent of an IT department at Town Hall and a more efficient scheduling of work responsibilities within our office.

The Department's staff consistently endeavors to accommodate the schedules, correspondence and directives of the five-member Board of Selectmen. Providing daily assistance to the residents of the Town continues to be the top priority of this office.

DEPARTMENTAL ACCOMPLISHMENTS

The following administrative duties have been carried out in FY10 and FY11 by the full-time Administrative Assistant (35 hours/week) and the Part-Time Secretary (10.5 hours/week) :

Handled and/or resolved over 250 citizen concerns/questions/complaints (via telephone, office visit, e-mail or US Mail) by either putting the person in contact with the proper department or obtaining an answer and generating a response directly to the individual. (2009 & 2010)

Coordinated and Oversaw Annual Appointment Process – contacted committees, boards, commissions and councils in April 2010 regarding vacancies on their respective groups, advertise vacancies, collect and organize applications, schedule interviews with applicants, generate appointment documents, produce Excel spreadsheet with appointment updates and forward that information to the Town Clerk and Town website after the June 2010 appointment process. (2010 – 85 appointments) August/ September 2010 – advertised, e-mailed and mailed applications out to 35 citizens interested in serving on the new Pier 44 Committee. Organized brief interviews with applicants by splitting the applicant pool between two Selectmen's meetings. Appointment documents were then generated and the first meeting of the group was scheduled for November 27, 2010. (April 2010 – ongoing)

Developed Town Memorial Gift Program with Al Bangert, Director of the Department of Public Works. Designed the application, generated confirmation letters for memorial applications, verification of inscriptions, deposit checks and place memorial orders with the Department of Public Works and coordinate installation with DPW and families. (July 2010 – ongoing)

Drafted and Posted agendas and attended 32 regular Selectmen's meetings. Compose and copy 8 "back up" packets for each meeting. Take and later transcribe minutes for each meeting. Generate correspondence and execute Executive Action Forms for many of the agenda items after each meeting.

Collected petition articles and contacted Constables to post Annual and Special Town Meeting warrants. Attended Annual and Special Town Meetings and took "pre-meeting" minutes.

Responsible for Employee Recognition Awards & Ceremony in terms of ordering 15, 20, 15, 30 and 35 year awards and generating paper, certificate awards for 5 and 10 year recipients. Send award ceremony invitations to recipients, schedule room, order food and supplies for the ceremony. Set up the room and arrange food and awards the day of the ceremony, including "clean up" after the event. May 2010 – 44 recipients. (May 2010)

Updated appointment Excel spreadsheet used for annual inspections. (August 2010)]

Managed Annual Licensing (October, November, December 2010) – Inspection memorandum sent to four departments in July, mail renewal letters to 70+ establishments/ individuals in October, process renewal

applications, deposit all associated checks and print all new licenses for Board of Selectmen signatures. Actual licenses to date for 2010 – 85 (includes 1 day wine and malt beverages licenses).

Created Annual Report required by the Alcoholic Beverages Control Commission (ABCC) detailing all administrative liquor license transactions, list of licensees and associated fees. (February 2010)

Met with ABCC representative to learn how to use their new, interactive website. (September 2010) Composed all proclamations and commendations presented by the Board of Selectmen at meetings and various community events. (2010 – 18 documents to date)

Administrated sewer betterment deferral requests for various properties. Coordinated sewer betterment division request between Town Counsel, Town Administrator, Selectmen, Assessors and Treasurer/Collector's departments. (ongoing)

Attended and gave brief department report at monthly department head meetings. (ongoing)

Prepared and submitted annual appointment roster for the 2009 Town Report (January 2010)

Interfaced with SHS Chairperson of the French Department over the past year regarding the start up of a Sister City Program with Sucy-en-Brie, France. Generated e-mails, written letters, proclamations, set up and attended a meeting with the delegation from France and two members of the Board of Selectmen, Town Administrator and the Administrative Assistant for the Town Administrator.

May/ June/ July/ August sticker sales, coordination of sticker sellers – both at Town Hall and senior citizens doing the "mail in" program and deposits when Town Administrator's Administrative Assistant was not in the building.

Preparation of written and Budget Sense documents for Department's annual budget. Presentation of Department's budget at Board of Selectmen and Advisory Committee meetings.

DESCRIPTION OF REVENUE	YTD				
	FY/O9	FY/10	FY/11	FY/12	Comments
Alcohol Licenses	**$27,815.00**	**$27,660.00**	**$6,735.00 (expect $22,000 more)**	**$30,000***	**Includes 1 day licenses**
Other Licenses	**$6,732.00**	**$10,574.70**	**$2,244.80 (expect $6,000+ more)**	**$11,000***	**Includes various non-alcohol licenses & some Comcast fee checks**
Copying charges	**$13.75**	**$13.00**	**$2.80**	**$7.00**	*** revenues will be higher if Selectmen vote higher fees in June 2011.**

Budget 122 Selectmen

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.122.0510.5110.0000.0000	REGULAR SALARIES	$52,488.86	$52,490.00	$22,926.28	$54,469.00	$57,469.00		
001.122.0510.5120.0000.0000	OVERTIME	$4,132.11	$4,000.00	$2,054.70	$4,000.00	$0.00		
001.122.0510.5130.0000.0000	LONGEVITY	$1,039.31	$1,039.00	$189.31	$1,339.00	$1,339.00		
001.122.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.122.0510.5180.0000.0000	PART-TIME SALARIES	$10,650.15	$10,589.00	$4,564.35	$10,589.00	$10,589.00		
001.122.0510.5191.0000.0000	OTHER SALARIES	$487.96	$596.00	$206.74	$616.00	$646.00		
SCHEDULE: PERSONAL SERVICES - 0510		$68,798.39	$68,714.00	$29,941.38	$71,013.00	$70,043.00		
001.122.0520.5241.0000.0000	OFFICE MACHINE MAINT	$0.00	$200.00	$0.00	$200.00	$150.00		
001.122.0520.5308.0000.0000	TRAINING	$2,354.63	$0.00	$0.00	$0.00	$0.00		
001.122.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$2,360.00	$713.06	$2,919.00	$2,000.00		
001.122.0520.5343.0000.0000	BINDING & PRINTING	$2,471.65	$1,950.00	$0.00	$1,950.00	$1,500.00		
001.122.0520.5344.0000.0000	POSTAGE	$453.58	$800.00	$187.08	$800.00	$700.00		
001.122.0520.5346.0000.0000	LEGAL ADVERTISING	$1,314.70	$2,200.00	$855.34	$2,200.00	$2,000.00		
001.122.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$1,920.00	$960.00	$370.00	$960.00	$960.00		
001.122.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$3,992.00	$4,025.00	$3,992.00	$4,025.00	$4,025.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$12,506.56	$12,495.00	$6,117.48	$13,054.00	$11,335.00		
001.122.0530.5319.0000.0000	LEGAL SERVICES	$60,635.21	$50,000.00	$11,122.40	$45,000.00	$45,000.00		
001.122.0530.5329.0000.0000	LITIGATION	$101,202.86	$100,000.00	$11,444.40	$90,000.00	$90,000.00		
SCHEDULE: TOWN COUNSEL - 0530		$161,838.07	$150,000.00	$22,566.80	$135,000.00	$135,000.00		
001.122.0540.5420.0000.0000	OFFICE SUPPLIES	$409.00	$550.00	$292.40	$550.00	$550.00		
001.122.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$380.00	$269.90	$380.00	$380.00		

Budget 122 Selectmen

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.122.0540.5580.0000.0000	OTHER SUPPLIES	$1,691.00	$750.00	$0.00	$750.00	$500.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$2,100.00	$1,680.00	$562.30	$1,680.00	$1,430.00		
Grand Total:		$245,243.02	$232,889.00	$59,187.96	$220,747.00	$217,808.00		

End of Report

Budget 123 Town Administrator

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.123.0510.5110.0000.0000	REGULAR SALARIES	$169,727.78	$172,990.00	$78,713.18	$179,979.00	$178,449.00		
001.123.0510.5130.0000.0000	LONGEVITY	$850.00	$1,900.00	$1,900.00	$2,150.00	$2,150.00		
001.123.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.123.0510.5191.0000.0000	OTHER SALARI	$5,252.74	$7,490.00	$1,979.72	$8,800.00	$8,800.00		
SCHEDULE: PERSONAL SERVICES - 0510		$175,830.52	$182,380.00	$82,592.90	$190,929.00	$189,399.00		
001.123.0520.5241.0000.0000	OFFICE MACHINE MAIN	$0.00	$100.00	$0.00	$0.00	$0.00		
001.123.0520.5308.0000.0000	TRAINING	$1,330.31	$0.00	$0.00	$0.00	$0.00		
001.123.0520.5309.0000.0000	TECHNICAL SERVICES	$3,100.67	$400.00	$179.40	$0.00	$1,500.00		
001.123.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$3,000.00	$2,034.08	$3,000.00	$3,000.00		
001.123.0520.5343.0000.0000	BINDING & PRINTING	$0.00	$200.00	$0.00	$0.00	$0.00		
001.123.0520.5344.0000.0000	POSTAGE	$465.82	$300.00	$223.11	$350.00	$350.00		
001.123.0520.5346.0000.0000	LEGAL ADVERTISING	$175.00	$500.00	$235.00	$500.00	$500.00		
001.123.0520.5731.0000.0000	PROFESSIONAL DUES & SL	$0.00	$1,400.00	$1,178.00	$1,400.00	$1,400.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$5,071.80	$5,900.00	$3,849.59	$5,250.00	$6,750.00		
001.123.0532.5304.0000.0000	CONTRACT BARGINING & S	$0.00	$67,750.00	$19,977.50	$82,000.00	$87,697.00		
001.123.0532.5309.0000.0000	LABOR COUNSEL	$75,554.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: LABOR COUNSEL - 0532		$75,554.00	$67,750.00	$19,977.50	$82,000.00	$87,697.00		
001.123.0540.5420.0000.0000	OFFICE SUPPLIES	$1,100.00	$1,400.00	$1,032.75	$1,000.00	$1,000.00		
001.123.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$200.00	$0.00	$200.00	$200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$1,100.00	$1,600.00	$1,032.75	$1,200.00	$1,200.00		

Budget 123 Town Administrator

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.123.0599.5110.0000.0000	SALARY ADJUSTMENTS	$0.00	$10,000.00	$0.00	$10,000.00	$10,000.00		
SCHEDULE: SALARY ADJUSTMENTS - 0599		$0.00	$10,000.00	$0.00	$10,000.00	$10,000.00		
Grand Total:		$257,556.32	$267,630.00	$107,452.74	$289,379.00	$295,046.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: IT**

The IT Department endeavors to equip the Town with the technology, tools and policies necessary to operate efficiently and in a cost-effective manner. The IT Department is charged to protect and ensure the integrity of the Town's computer systems and information. The IT Department also strives to insure that technology is leveraged to create and maintain a network and data infrastructure that will position the Town for to respond to technology trends and changes that will result in better business operations that service our customers.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Create IT Department January 1, 2011.

1. Review and understand reports and data gathered by IT Study Committee
2. Centralize operations, oversee and approve purchases and acquisitions, enforce and audit policies for appropriate use by staff
3. Safeguard system and data with systems and policies
4. Implement changes, increase efficiencies, trouble shoot problems.
5. Serve as trainer and resource to departments
6. Establish IT operation and capital budget for predictable costs and services.

MAJOR BUDGET COMPONENTS

This budget funds the salary of the IT Director and expenses associated with operations of the IT Department. As this narrative is being written before the needs of the new director relative to expenses will be fully known, estimates have been made to the most reasonable extent possible but are subject to change.

While some technology costs and services will be centralized here for FY 12 as they are spread across multiple line items and departments, it is not expected that this will be fully in one place until FY 13.

FY 12 RISKS AND CHALLENGES

Last summer a Technology Committee was established to review all aspects of the town's needs relative to technology systems, equipment and processes. Various subcommittees were established to review specific areas such as security, customer services, internal administrative business functions, and billing. The information gathered by the committee helped establish a strong basis for what needs to change in order for the Town to enter the 21st century in its use of technology. A momentous first step is the creation of an IT Department and the employment of the Town's first IT Director anticipated in January of 2011. . While for the immediate short term the Town will still lack a coordinated, overarching approach to information system operations we are on the right track

and expect much progress will be made in the next eighteen months It is also The Town must also make a General Fund commitment to technology that does not rely on PEG Access Grant funding.

DEPARTMENTAL ACCOMPLISHMENTS

Budget 155 Information Technology

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.155.0510.5110.0000.0000	REGULAR SALARIES	$0.00	$47,000.00	$0.00	$75,000.00	$75,000.00		
SCHEDULE: PERSONAL SERVICES - 0510		$0.00	$47,000.00	$0.00	$75,000.00	$75,000.00		
001.155.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	$0.00	$0.00	$0.00	$1,500.00	$1,500.00		
001.155.0520.5309.0000.0000	TECHNICAL SERVICES	$0.00	$0.00	$0.00	$97,895.00	$97,895.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$0.00	$0.00	$0.00	$99,395.00	$99,395.00		
001.155.0540.5420.0000.0000	OFFICE SUPPLIES	$0.00	$0.00	$0.00	$700.00	$700.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$0.00	$0.00	$0.00	$700.00	$700.00		
001.155.0580.5851.0000.0000	EQUIPMENT	$0.00	$0.00	$0.00	$2,500.00	$2,500.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$0.00	$0.00	$2,500.00	$2,500.00		
Grand Total:		$0.00	$47,000.00	$0.00	$177,595.00	$177,595.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: ADVISORY COMMITTEE & RESERVE FUND**

MISSION STATEMENT:

To consider and make recommendations to Town Meeting on matters having financial implication for the Town; to develop an annual recommendation on town and school budgets for town meeting consideration; and to review and make allocation s from the Reserve Fund, established pursuant to Massachusetts General Laws.

The legal purpose of the Reserve Fund is to fund extraordinary and unforeseen expenditures, transfers from which are voted at the discretion of the Advisory Committee.

FY 2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

N/A

MAJOR BUDGET COMPONENTS

This budget covers memberships and associated costs of preparing town meeting materials.

FY 12 RISKS AND CHALLENGES

Budget 131 Advisory Committee

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.131.0510.5180.0000.0000	PART-TIME SALARIES	$735.00	$1,650.00	$315.00	$1,650.00	$1,650.00		
SCHEDULE: PERSONAL SERVICES - 0510		$735.00	$1,650.00	$315.00	$1,650.00	$1,650.00		
001.131.0520.5343.0000.0000	BINDING & PRINTING	$3,765.24	$0.00	$0.00	$0.00	$0.00		
001.131.0520.5344.0000.0000	POSTAGE	$0.00	$100.00	$0.00	$100.00	$100.00		
001.131.0520.5731.0000.0000	PROFESSIONAL DUES & SL	$231.00	$250.00	$231.00	$250.00	$250.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$3,996.24	$350.00	$231.00	$350.00	$350.00		
001.131.0540.5420.0000.0000	OFFICE SUPPLIES	$59.95	$100.00	$0.00	$100.00	$100.00		
001.131.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$3,200.00	$0.00	$3,200.00	$3,200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$59.95	$3,300.00	$0.00	$3,300.00	$3,300.00		
Grand Total:		$4,791.19	$5,300.00	$546.00	$5,300.00	$5,300.00		

End of Report

Budget 132 Reserve Fund

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.132.0570.5789.0000.0000	RESERVE FUND	$0.00	$81,871.00	$0.00	$90,000.00	$90,000.00		
SCHEDULE: TRANSFERS - 0570		$0.00	$81,871.00	$0.00	$90,000.00	$90,000.00		
Grand Total:		$0.00	$81,871.00	$0.00	$90,000.00	$90,000.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: STABILIZATION FUND**

MISSION STATEMENT:

The Stabilization Fund is traditionally used for expenditures related to capital and debt items, but can be used for any lawful purpose.

FY 2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Historically viewed as a community's "Rainy Day" fund, this is the Town's main financial reserve. While often treated as a discretionary allocation after all other needs are met, it should be used for one-time expenditures and an amount appropriated annually. Until FY 09, the Town appropriated a good sum of funds into this account however, in FY 10 just $9,415.00 was able to be allocated and in FY 11.

MAJOR BUDGET COMPONENTS

FY 12 RISKS AND CHALLENGES

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: Town Accountant**

MISSION STATEMENT

The mission of the Town Accountant's office is to protect the fiduciary interests of the Town by providing independent, timely oversight of the Town's finances and by ensuring that financial transactions are executed legally, efficiently, and effectively, in accordance with federal, state and local law, as well as in adherence to Generally Accepted Accounting Principles(GAAP).

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal: To maintain integrity of financial data

Objectives:

-Create an accounting policies and procedures manual and make available to all departments and committees on the Town's intranet site to use as reference to increase compliance with GAAP. (Nov 2011-ongoing)

-Improve the timeliness of reconciliation of cash and accounts receivable balances with the Treasurer/Collector (ongoing)

-Review and analyze budget reports and general ledger accounts for inconsistencies (ongoing)

-Begin setting up schedule to perform internal audits, beginning with areas most susceptible to fraud. (ongoing)

Goal: Provide guidance with respect to financial matters of the Town of Scituate

Objectives:

-Update Human Resource Package with employee health and life insurance benefits (Nov 2011-ongoing)

-Configure Human Resource Package to interact with Budgeting Module for forecasting both salary adjustments and benefits (Nov 2012)

-Provide timely financial reports to departments and committees (ongoing)

Goal: Enhance Staff Training and increase financial reporting capabilities

-Train Assistant Town Accountant to perform higher level routine accounting tasks (ongoing)

-Send staff to additional training as appropriate (ongoing)

-Work with the Town Administrator to improve & create new budget and financial reports to assist Town Officials and residents in understanding the Town's financial position (ongoing)

-Begin producing instructions to better train all Town staff in the use of the accounting software to meet their department needs, as well as, scheduling individual training sessions with staff (ongoing)

MAJOR BUDGET COMPONENTS

The Town Accountant's office is responsible for:
-Ensuring proper accounting, authorization and compliance controls are in place town wide
-Reviewing and processing payment of all Town and School invoices
-Maintaining attendance for all Town employees
-Maintaining records of all town budgets and payments for payrolls and vendors
-Maintaining records of all grants, gifts, and other special revenue funds available for expenditure
-Maintaining records of all cash receipts to the Town
-Preparing monthly revenue and expenditure reports
-Reconciling cash and accounts receivable to the books of the Treasurer/Collector
-Closing the fiscal year financial books and preparing the Town's financial statements
-Certifying availability of appropriations
-Coordinating annual independent audit
-Preparing and submitting to the Department of Revenue necessary reports such as Schedule A, Tax Recap, Balance Sheets for free cash and retained earnings certification, and sections of the School Year End Report
-Annually filing and distributing 1099's, as well as Annual Provider Information Reports to the Internal Revenue Service and the Department of Revenue
-The office is comprised of three FTE.
-The other major components other than purchase of services and supplies are:
Annual independent audit
Annual software license and maintenance fee for General Ledger and Human Resource Package

FY 12 RISKS AND CHALLENGES

-To provide training for staff with a limited budget and limited time

PARTMENTAL ACCOMPLISHMENTS

-Installation of Human Resource package to automate attendance record keeping balances. Continuing to roll out to departments for their access to accurate and timely employee sick and vacation balances.
-Continued to support the Town's IT in the absence of IT personnel.
-Online submission of Schedule A & Tax Recap
-Prepared detailed economic analysis of all five union proposals
-Prepared report on total of unfunded liability for employee benefits
-Obtained actuarial valuation of post-retirement welfare benefits for compliance with GASB 45
-Updated excel worksheet for the Financial Forecast report.
-Working with Treasurer's office to provide employee sick leave and vacation accruals on employee's paystubs, as well as developing a new attendance/time work sheet
-Continuing to automate monthly financial statements
-Successful procurement and installation of Sql Server 2008 for the accounting software
-Procurement of 50 Microsoft Office Pro Plus 2010 licenses to be installed by the new IT director
-FY 11 Tax Rate submitted and approved the earliest its been for the past ten years

Budget 135 Town Accountant

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.135.0510.5110.0000.0000	REGULAR SALARIES	$157,162.61	$158,608.00	$68,702.86	$162,749.00	$161,218.00		
001.135.0510.5130.0000.0000	LONGEVITY	$2,250.00	$2,250.00	$550.00	$2,350.00	$2,350.00		
001.135.0510.5172.0000.0000	SICK LEAVE BUY BACK	$500.00	$500.00	$0.00	$0.00	$0.00		
001.135.0510.5191.0000.0000	OTHER SALARIES	$1,567.89	$1,586.00	$668.65	$1,628.00	$1,613.00		
SCHEDULE: PERSONAL SERVICES - 0510		$161,480.50	$162,944.00	$69,921.51	$166,727.00	$165,181.00		
001.135.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	$0.00	$0.00	$0.00	$500.00	$100.00		
001.135.0520.5242.0000.0000	REPAIR EQUIPMENT	$0.00	$500.00	$0.00	$500.00	$250.00		
001.135.0520.5308.0000.0000	TRAINING	$2,014.39	$0.00	$0.00	$0.00	$500.00		
001.135.0520.5309.0000.0000	TECHNICAL SERVICES	$10,589.79	$47,801.00	$17,075.50	$50,081.00	$40,000.00		
001.135.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$1,650.00	$70.00	$3,400.00	$3,400.00		
001.135.0520.5343.0000.0000	BINDING & PRINTING	$0.00	$0.00	$0.00	$0.00	$0.00		
001.135.0520.5344.0000.0000	POSTAGE	$108.37	$120.00	$1.32	$120.00	$120.00		
001.135.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$138.40	$50.00	$0.00	$100.00	$100.00		
001.135.0520.5731.0000.0000	PROFESSIONAL DUES & SL	$209.97	$210.00	$234.97	$215.00	$215.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$13,060.92	$50,331.00	$17,381.79	$54,916.00	$44,685.00		
001.135.0540.5420.0000.0000	OFFICE SUPPLIES	$1,429.43	$1,800.00	$351.12	$2,125.00	$1,800.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$1,429.43	$1,800.00	$351.12	$2,125.00	$1,800.00		
001.135.0580.5851.0000.0000	EQUIPMENT	$0.00	$9,800.00	$9,664.10	$0.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$9,800.00	$9,664.10	$0.00	$0.00		
Grand Total:		$175,970.85	$224,875.00	$97,318.52	$223,768.00	$211,666.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: ASSESSORS**

MISSION STATEMENT

The Assessors Office is responsible for the administration of all laws and regulations regarding property tax assessments.

In accordance with Massachusetts' General Law and Department of Revenue guidelines, the office administers the valuation of real estate, personal property, motor vehicle, and boat excise.

FY 2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal: Maintain current reduced number of real estate abatement filings experienced the last two fiscal years.

Abatement filings can be unpredictable from year to year due to several factors.
Taxpayer dissatisfaction with town services, economic and real estate market conditions and confusion regarding the assessment process can all contribute to an increase in abatement filings.

Objectives:

1. Encourage taxpayer participation with periodic mailings or e mailings of homeowner's property assessment data enlisting assistance to correct any errors that may be apparent. Ongoing

2. Improve response to requested income and expense information from commercial property owners as required under Chapter 59. Income, expense, and lease information is the basis for determining property assessments for the commercial class. 10/01/2011

3. Increase Form of List filings (Personal Property returns) by owners of business personal property. Increased percentage of returns will ensure data accuracy and maximize revenue from the Personal Property class. 10/01/2011

4. Provide additional information regarding the assessment process with updates to the Assessors page of the town website. Ongoing

Goal: Coordinate with Treasurer/Collectors office to implement a program to improve collections of outstanding Personal Property accounts.

Objectives:

1. Identify accounts with value greater than $ 10,000 with outstanding taxes. 07/31/2011

2. Acquire DBA certificates from Town Clerk of current business's operating in Scituate. 07/31/2011

3. Implement program for increased inspections of business personal property by in house staff and appraisal vendor. 03/01/2012

Goal: Decrease number of vacant parcels in town with questionable or vague locations on town maps.

Assessor's maps are not intended to be property line plans and are only an inventory of ownership of parcels within the municipality. Maps are compiled from recorded subdivisions and plans of land, and the certification of the accuracy of Assessor's maps is only to sufficiently describe the property being taxed.

Generally, vacant parcels with questionable or vague locations are located predominately in the west end of town, the cedar swamp, and along the Norwell and Cohasset town lines. Fortunately, many of these parcels are town owned acquired through tax foreclosure or gifts and loss of revenue is not an issue.

Objectives:

1. Identify maps/parcels where discrepancies exist. Ongoing

2. Research discrepancies through deed and plan research from available resources in town hall. (Assessor's deed information and Engineer's plans) As an additional resource, utilize Assessors access to Plymouth County Registry of Deeds website. Ongoing

3. Coordinate with the Engineering office of the Department of Public Works, the possibility of surveys of questionable parcels if time and resources permit. 06/30/2012

Goal: Identify additional taxpayers that may qualify for senior or disabled veteran exemptions.

With current economic conditions it is important that all taxpayers who qualify for exemptions receive the benefit they are entitled to. Many seniors are intimidated by the process or are embarrassed to ask for relief, and disabled veterans are not aware that an exemption may be available to them.

Objective:

1.Coordinate with Veterans agent to determine number of disabled veterans in town to ensure that an exemption is being granted to veterans that qualify. 03/01/2012

2. Provide additional exemption information to Council on Aging regarding the exemption process and requirements. Ongoing

3. Periodically provide Assessors office staff to Council on Aging to meet with seniors at the Senior Center to review the exemption process. Some seniors are reluctant to come to town hall and may be more comfortable discussing personal information in a more relaxed or familiar environment. Ongoing

MAJOR BUDGET COMPONENTS

As part of it's daily operation, the Assessors Office responds to inquiries from taxpayers, attorneys, banks, realtors, surveyors, and others. The office administers or performs the appraisal of over 9,000 parcels of property. Included in this total are residential, commercial, industrial, and personal property.
In addition, the Assessors Office processes over 15,000 motor vehicle and boat excise bills each year.
All exemptions to qualified taxpayers are also processed each year. Approximately 200 exemptions are granted to disabled veterans, surviving spouses, elderly and blind taxpayers. The office also provides abutters lists to various departments as part of the public hearing process.

The major expenditures of are department are as follows:
Salaries- (92%) support staff for taxpayer assistance and inquiries, assessment generation, and processing of any abatements or exemptions granted by the Board of Assessors.
Purchase of services- (8%) general office requirements such as office supplies, printing, technical services, etc.

FY 12 RISKS AND CHALLENGES

In FY 2012 our department will be required to conduct the triennial recertification (revaluation) of all property in Scituate. As the real estate market continues to experience unprecedented change, the revaluation effort will present unusual and complex challenges. Being a waterfront community adds an additional challenge. The Department of Revenue as part of their approval process will make several visits to town to monitor our progress. Additional analysis and assessment studies are part of the approval program and field activities increase as well.

Other challenges are similar to last year. It is important to deal effectively with taxpayer frustration with assessment issues and taxes under increasingly stressful situations. Given the nature of our function in dealing with taxpayer's finances, it must be emphasized that we experience a much different interaction with the public than many other offices. The work in our office continues to be technical and complex and with statutory and Department of Revenue requirements constantly changing, continuous training of staff is critical.

EPARTMENTAL ACCOMPLISHMENTS

In FY 2009, 162 applications for abatement were filed representing less than 2% of the total parcel count in town.

In FY 2010, 60 applications for abatement were filed representing less than 1% of the total parcel count in town.

Our position is that we have adjusted assessments appropriately to reflect changing market conditions resulting in an overall decrease in abatement filings. Consequently, a reduction in abatement filings protects the overlay account. In addition, informational mailings and website information regarding the assessment process have provided taxpayers a better understanding of how assessments are generated.

Property inspections for building permit and cyclical inspections continue to be performed by in-house staff resulting in significant reduction in costs and a lower margin of error.

Total value, new growth, and tax rate approval were obtained from the Department of Revenue on the earliest date since FY 1998.

DESCRIPTION OF REVENUE	YTD				
	FY/09	FY/10	FY/11	FY/12	Comments
Property Cards Abutters Lists Deeds Assessment Reports	$ 2,593	$ 2,878	YTD $ 1,475	EST. $ 2,500	

BUDGET PRIORITIES

1.	PERSONAL SERVICES Adequate staffing and office coverage	$176,897
2.	TECHNICAL SERVICES Appraisal software maintenance and support used for assessment generation and all necessary reporting requirements for DOR	$ 8,300
3.	PRINTING Plymouth Registry of Deeds Deeds, Plans, Recordings, etc.	$ 1,000
4.	OFFICE SUPPLIES	$1,000
5.	POSTAGE	$1,000
6.	MILEAGE REIMBURSEMENT Growth/permit, sales, abatement, and cyclical inspections. (Dir. of Assessing and Chief Clerk)	$ 500
7.	DUES & SUBSCRIPTIONS MA. Assessors Assoc. Plymouth County Assoc.	$ 260
8.	CONFERENCE & MEETINGS Association meetings/seminars Clerk and Dir. of Assessing	$ 200
9.	OFFICE MACHINE MAINTENANCE Copy machine contract	$175

Budget 141 Board of Assessors

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.141.0510.5110.0000.0000	REGULAR SALARIES	$123,789.74	$123,541.00	$54,095.24	$128,434.00	$128,434.00		
001.141.0510.5120.0000.0000	OVERTIME	$0.00	$0.00	$0.00	$0.00	$0.00		
001.141.0510.5130.0000.0000	LONGEVITY	$1,800.00	$1,800.00	$1,150.00	$2,100.00	$2,100.00		
001.141.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$500.00	$0.00	$500.00	$500.00		
001.141.0510.5180.0000.0000	PART-TIME SALARIES	$40,080.51	$43,294.00	$18,405.48	$44,304.00	$44,304.00		
001.141.0510.5191.0000.0000	OTHER SALARIES	$1,495.62	$1,505.00	$637.37	$1,559.00	$1,559.00		
SCHEDULE: PERSONAL SERVICES - 0510		$167,165.87	$170,640.00	$74,288.09	$176,897.00	$176,897.00		
001.141.0520.5241.0000.0000	OFFICE MACHINE MAINT	$172.80	$0.00	$172.80	$175.00	$175.00		
001.141.0520.5308.0000.0000	TRAINING	$0.00	$0.00	$0.00	$0.00	$0.00		
001.141.0520.5309.0000.0000	TECHNICAL SERVICES	$8,415.82	$8,100.00	$0.00	$8,300.00	$300.00		
001.141.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$200.00	$105.00	$200.00	$200.00		
001.141.0520.5343.0000.0000	BINDING & PRINTING	$890.56	$1,200.00	$428.31	$1,000.00	$900.00		
001.141.0520.5344.0000.0000	POSTAGE	$619.03	$1,000.00	$130.89	$1,000.00	$800.00		
001.141.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$320.00	$500.00	$238.80	$500.00	$500.00		
001.141.0520.5731.0000.0000	PROFESSIONAL DUES & SL	$255.00	$260.00	$255.00	$260.00	$255.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$10,673.21	$11,260.00	$1,330.80	$11,435.00	$3,130.00		
001.141.0540.5420.0000.0000	OFFICE SUPPLIES	$978.82	$1,000.00	$204.91	$1,000.00	$1,000.00		
001.141.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$978.82	$1,000.00	$204.91	$1,000.00	$1,000.00		
001.141.0580.5852.0000.0000	FURNISHINGS	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$0.00	$0.00	$0.00	$0.00		

Budget 141 Board of Assessors

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
Grand Total:		$178,817.90	$182,900.00	$75,823.80	$189,332.00	$181,027.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT:** Treasurer/Collector #145

MISSION STATEMENT:

The Town Treasurer's responsibilities include collecting, managing, and investing all Town funds per MGL; reconciling all Town bank accounts; reconciling cash to the Town Accountant; overseeing all Town borrowing on short-term, and long-term debt, interfund advance borrowings, MWPAT loans with all pertinent documentation required; collecting tax title, and tax deferral accounts while pursuing foreclosure with the tax title attorney as necessary; managing all Town payroll processes, coordinating withholding/contribution payments such as dues, health, life, cancer, disability, and dental insurance benefits; completing cash management reports to local, state, and federal authorities; collecting bounced checks, and fees; and assuring the prompt payment of Town bills with the Town Accountant.

The Town Collector's responsibilities include producing municipal lien certificates; providing tax information to the public; communicating with various lenders, title companies, and attorneys; overseeing the tax taking process; collecting real estate, personal property, vehicle excise, and boat excise taxes with interest if past due in a prompt, and efficient manner according to the MA General Laws using all collection methods available; collecting water/sewer bills, police details, school-use fees, septage disposal charges, Marina slip fees, etc.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal 1: Reduce the manual processing of cash, and checks in Town departments to help minimize identity theft, and fraud risks. (Timeline: July 2011 to June 2012)

Objective 1: Explore new opportunities for additional municipal online payments/fees. (Timeline: July 2011-December 2011)
Objective 2: Review the merits of government banking remote deposit technology. (Timeline: July 2011-December 2011)
Objective 3: Meet with government banking representatives to discuss the pros, and cons of using a credit card processing device at various Town locations. (Timeline: July 2011-December 2011)

Goal 2: Create a plan to ascertain the amounts owed to the Town from other municipalities for retirees' health insurance premiums per new legislation. (Timeline: July 2011-June 2012/or until mandated)

Objective 1: Seek other communities' methods in gathering this information. (Timeline: July 2011-December 2011)
Objective 2: Contact Plymouth County Retirement (PCR) for their assistance in providing data on retirees' previous service. (Timeline: July 2011-December 2011)
Objective 3: Establish a billing procedure with timelines for collection purposes. (Timeline: December 2011-June 2012)
Objective 4: Attend meetings on updates to the current legislation that outline the state's requirements. Obtain feedback, and provide information to the Insurance Advisory Committee to educate employees while trying to keep costs as low as possible. (Timeline: July 2011-December 2011)

Goal 3: Work with the Town Administrator, and DPW offices to create a process for reconciling sticker receipts, and for stricter cash controls. (Timeline: FY11-FY12)

Objective 1: Meet with the TA's Executive Assistant to review the current procedure for accepting sticker payments, and record-keeping system. Examine the addition of a customer receipt as proof of payment, especially for cash transactions. (Timeline: FY11-FY12)
Objective 2: Gather information from other coastal communities selling beach stickers, and municipalities who offer transfer station stickers. (Timeline: FY11-FY12)

Objective 3: Request information from the Technology Committee on possible new technology for data retention that can be easily accessed for data entry of sticker recipients as well as revenue. (Timeline: FY11-FY12)

Goal 4: Complete a Town-wide security review of locations where money transactions take place, and are kept prior to turnover to the Treasurer/Collector's office. (Timeline: July 2011-June 2012)

Objective 1: Visit Town offices, and offsite locations to assess security for money exchanges, credit card processing, remote deposits, etc. (Timeline: July 2011-June 2012)
Objective 2: Work with the DPW, Building, and Police Departments to create more security within the confines of the Treasurer/Collector's office for the safety of employees. (Timeline: July 2011-December 201

Y/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS (Cont.)

Objective 3: Consider the Pier 44 site for possible secure storage due to sprinkler, and security systems there. (Timeline: July 2011-June 2012/pending future use of Pier 44 property)

MAJOR BUDGET COMPONENTS

In FY12, the $230,189 Personal Services component equals 73% of the total $314,709 Treasurer/Collector's budget, and covers the cost of three full-time, and two part-time employees. The next sizeable piece is Support Services at $42,500 that accounts for 14% of the total budget, and is used for payroll processing, and a new estimated cost for a shredding service necessary to prevent ID theft, and fraud per recent legislation making municipalities liable for leaks. The Postage line item is $25,000, and 8% of the budget. It pays for all Town tax bill mailings (real estate, personal property, vehicle excise, and boat excise), along with demand bills, plus the mailing of weekly vendor checks for the entire Town's bill payments. In addition, the Treasurer/Collector's budget pays for all the lease costs plus all the specialized postal supply costs. Using inferior items have caused damage to the delicate machinery in the past.

Y 12 RISKS AND CHALLENGES

Economic difficulties continue to challenge the high tax collection rate. To date, the office has successfully maintained past year 90+% collection rates, and does comparatively very well as compared to FY09, and FY10 for monthly collection rates. Increased delinquencies result in increased demand bill mailings that increase the postage budget. Adhering to ever-changing payroll, retirement, insurance, and tax law reform changes is always a challenge thereby providing the risk of not being in compliance. The office supply budget is insufficient to cover all the tasks done in this office for the purposes of serving all Town Departments, and the public. Managing that small pool of money is an ongoing battle. All but vital purchases have already been eliminated in the past few years to cut costs while responsibilities continue to increase.

DEPARTMENTAL ACCOMPLISHMENTS

The staff has continued to customize the payroll software to better serve the needs of the Town, and its departments. Access to School payroll data previously not available to Treasurer/Collector staff has been a huge asset in creating reports for managing employee benefits, and for a multitude of accounting reporting purposes. As mentioned in last year's budget, more changes will be implemented in the future such as time accruals.

The Treasurer/Collector's office has worked with the DPW on the funding for the Rosa's Lane sewer project. An agreement was finally received from the MA Water Pollution Abatement Trust (MWPAT) with the assistance of our bond counsel attorney to award the Town an ARRA grant of $46,292. These dollars will decrease the amount of the individual sewer betterment owed to the Town by the homeowners impacted.

The Assistant Treasurer/Collector attended many information meetings with, or in place of the Treasurer/Collector in an effort to keep abreast of constant state, and federal changes. Due to budget limitations, meetings are chosen carefully based on the relevancy of agenda topics to best spend taxpayer dollars.

The Treasurer/Collector managed several borrowings that included the cost savings method of utilizing Interfund Advance Borrowings whereby the Town borrows from itself on a temporary basis with the approval of the Board of Selectmen, and with notification to the Department of Revenue. This saves both in issuance, and interest costs. There has been the maturity, and renewal of a bond anticipation note (BAN), as well as a new BAN issued in October. All of these outstanding borrowings will be combined into a bond issue in March of 2012 with a secondary bond via the MWPAT for the Rosa's Lane project.

For the first time, beach, transfer station, and replacement transfer station stickers are offered online for a more efficient mechanism for the recipients to pay, and to process receipts in an automated fashion. A credit card option was also provided at the Harbormaster's office for transient boaters to pay for overnight stays. An online payment option for the issuance of building permits has been a work in progress for the past several months with an expected live date in the next several weeks. The Treasurer/Collector's office continues to add to the volume of online payments downloaded daily as cash receipts.

The Town voted at its Annual Town Meeting to approve the option of placing a lien on those properties that refuse to make good on replacement funds, and fees for returned checks paid to the Town, and for outstanding recreation fees. This will assist staff in rectifying delinquent receivables. The Town also voted to increase the past demand bill fee of $5 to $15 per bill based on new legislation that places the maximum limit at $30. This also will assist in collecting taxes on time, or with this new reasonable compensation for the loss of the use of the funds.

There has been a dramatic increase in the amount of municipal lien certificates (MLC's) produced by the Treasurer/Collector's office, and a sizeable increase to revenues. For comparison, 375 MLC's provided $9,725 between 7/1/09-12/1/09 as compared to 626 legal documents amounting to $29,500 from 7/1/10-12/1/10. The fee was increased from $25 to $50 on 11/2/09 to be in line with most other communities.

Budget 145 Treasurer/Collector

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.145.0510.5110.0000.0000	REGULAR SALARIES	$219,149.91	$220,789.00	$95,184.90	$224,494.00	$223,964.00		
001.145.0510.5120.0000.0000	OVERTIME	$0.00	$0.00	$0.00	$0.00	$0.00		
001.145.0510.5130.0000.0000	LONGEVITY	$1,100.00	$1,100.00	$550.00	$2,450.00	$2,450.00		
001.145.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.145.0510.5191.0000.0000	OTHER SALARIES	$1,922.61	$3,208.00	$812.66	$3,245.00	$3,240.00		
SCHEDULE: PERSONAL SERVICES - 0510		$222,172.52	$225,097.00	$96,547.56	$230,189.00	$229,654.00		
001.145.0520.5241.0000.0000	OFFICE MACHINE MAINT	$901.71	$400.00	$0.00	$400.00	$400.00		
001.145.0520.5308.0000.0000	TRAINING	$1,385.93	$0.00	$0.00	$0.00	$0.00		
001.145.0520.5309.0000.0000	TECHNICAL SERVICES	$20.00	$7,720.00	$0.00	$7,720.00	$0.00		
001.145.0520.5311.0000.0000	SUPPORT SERVICES	$37,881.08	$42,000.00	$20,533.41	$42,500.00	$0.00		
001.145.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$1,000.00	$532.74	$1,000.00	$1,000.00		
001.145.0520.5343.0000.0000	BINDING & PRINTING	$6,798.09	$3,000.00	$130.15	$3,000.00	$1,000.00		
001.145.0520.5344.0000.0000	POSTAGE	$24,652.26	$24,000.00	$10,766.47	$25,000.00	$25,000.00		
001.145.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$532.48	$600.00	$282.80	$600.00	$600.00		
001.145.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$320.00	$300.00	$260.00	$300.00	$300.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$72,491.55	$79,020.00	$32,505.57	$80,520.00	$28,300.00		
001.145.0540.5420.0000.0000	OFFICE SUPPLIES	$3,000.00	$3,000.00	$1,049.61	$3,000.00	$3,000.00		
001.145.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$0.00	$28.30	$0.00	$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$3,000.00	$3,000.00	$1,077.91	$3,000.00	$3,000.00		
001.145.0580.5851.0000.0000	EQUIPMENT	$0.00	$0.00	$0.00	$1,000.00	$1,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$0.00	$0.00	$1,000.00	$1,000.00		

Budget 145 Treasurer/Collector

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
Grand Total:		$297,664.07	$307,117.00	$130,131.04	$314,709.00	$261,954.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT:** Tax Foreclosure #158

MISSION STATEMENT

The intent of this appropriation is to seek compensation for the Town by pursuing the collection of outstanding taxes within the confines of the MA General Law statues for tax taking, and foreclosure.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The goal in FY12 is to aggressively pursue the real estate property tax dollars owed to the Town along with interest, and fees while managing the legal budget effectively. There is a sizeable inventory of Town possession properties that need to be reviewed for the purposes of auction, and/or Town use annually. Parcels in tax title must be constantly assessed for assignment to the tax title attorney for foreclosure, or to negotiate payment arrangements in a reasonable period of time.

MAJOR BUDGET COMPONENTS

The major budget component of the tax foreclosure appropriation is the legal cost of foreclosure in Land Court, and title research, especially for estate issues.

FY 12 RISKS AND CHALLENGES

The risk is to spend time, and money on old tax title accounts only to discover that the property title is not clear, or the land's location is in question. Given the high cost of legal action, and the high volume of tax title accounts along with the multitude of Town possession properties, the challenge is to carefully choose which parcels to focus on for a quick recovery using the services of the Town's tax title attorney.

PARTMENTAL ACCOMPLISHMENTS

The tax taking for delinquent FY09 taxes done in FY10 totaled $241,950 before additional fees were added while the FY10 tax taking done in FY11 only totaled $99,961 before. This was a significant accomplishment given the economic climate. Between 11/29/09, and 11/29/10, a total of $524,905 was collected in tax title payments.

Budget 158 Tax Foreclosures

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.158.0521.5309.0000.0000	TAX TITLE FORECLOSURES	$52,035.58	$25,000.00	$17,638.55	$50,000.00	$32,000.00		
SCHEDULE: TAX FORECLOSURES - 0521		$52,035.58	$25,000.00	$17,638.55	$50,000.00	$32,000.00		
Grand Total:		$52,035.58	$25,000.00	$17,638.55	$50,000.00	$32,000.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: Administration 149**

MISSION STATEMENT

The role of the Town Administrator's Office is to provide services to residents in a professional, courteous, and timely manner. Also to work cooperatively with municipal employees, Elected Officials and Board and Committee members resolving problems and implementing policies and procedures.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Administrative Support to Town Administrator

Implement, coordinate and facilitate Town Administrator's changes and revisions to job descriptions and Administrative policies.

Beach and Transfer Station Stickers

Work with the new IT Director to implement a new database for tracking Transfer Station and Beach Stickers.

Research alternative collection methods outside BOS & TA Offices.

Insurance

Improve communication with departments in reporting Workers Compensation and General Liability insurance claims and tracking Fleet Schedule inventory.

Identify areas and opportunities to educate employees on safety in the workplace.

Website

Continually update the Town Administrator's homepage on the Town of Scituate's website to ensure that the information needed may be obtained by residents. Update the New Residents link on a regular basis.

MAJOR BUDGET COMPONENTS

- Salary of part time recording secretary for various boards and committees.
- Lease of Town Hall copy machine.
- Town Hall telephone bills.
- Paper and supplies for Town Hall

FY 12 RISKS AND CHALLENGES

One of the greatest challenges is ensuring the timely response to the needs of the residents. This office handles a wide variety of requests and is often the last stop in their quest for information or assistance. This office is also the end of the line for residents who have complaints and issues with other departments. Ensuring that these complaints are handled fairly is an important function of this office.

Another challenge is keeping up with mandates on procedures and policies and monitoring that employees and board and committee members are complying with them.

Scheduling the Town Administrator's calendar is a very challenging task. Staff, volunteers, and citizens have questions and concerns that need to be addressed, and managing the Town Administrator's time to meet everyone's demands can present huge challenges.

DEPARTMENTAL ACCOMPLISHMENTS

Serving on the Beach Sticker Committee to restructure fees and recommend a Beach Revolving fund at Town Meeting.
Assisting with the application process for Stop Loss Insurance for Workers Compensation.
Assisting in the bid process for General Liability Insurance to obtain the best quote for the services provided.
Review and preparation of FY/11 budgets.
2009 Town Report
Assisting with the purchasing/distribution of stickers on-line
Coordinating/supervising the Mail-in Sticker Program for 2010-2011
Processing Workers compensation and General Liability insurance claims
Processing Unemployment Assistance claims
Administer Senior Tax Work-off Program
Administrative support to Town Administrator
Procurement of Copiers for Town Hall

DESCRIPTION OF REVENUE	YTD				
	FY/09	FY/10	FY/11	FY/12	Comments
Photocopy fees	$ 2,180.91	$ 2,379.01	$ 508.05	$ 1,200.00	
Special Event Fees	N/A	$ 100.00		$ 500.00	
Rentals (Towers & Go Green)	$161,636.61	$181,852.37	$86,009.54	$239,000.00	
Beach Stickers	$108,218.33	$115,715.00			

Budget 149 Town Administration

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.149.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.149.0510.5180.0000.0000	PART-TIME SALARIES	$2,948.05	$7,000.00	$955.77	$6,000.00	$6,000.00		
001.149.0510.5190.0000.0000	SEASONAL SALARIES	$1,598.37	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: PERSONAL SERVICES - 0510		$4,546.42	$7,000.00	$955.77	$6,000.00	$6,000.00		
001.149.0520.5242.0000.0000	REPAIR/MAINT PROP/EQ	$8,295.00	$0.00	$0.00	$150.00	$150.00		
001.149.0520.5271.0000.0000	RENTALS EQUIP/FACILI	$9,406.70	$8,500.00	$3,796.64	$8,500.00	$8,500.00		
001.149.0520.5308.0000.0000	TRAINING	$1,682.00	$0.00	$0.00	$0.00	$0.00		
001.149.0520.5309.0000.0000	TECHNICAL SERVICES	$39,801.68	$0.00	$434.86	$0.00	$0.00		
001.149.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$0.00	$24.14	$0.00	$0.00		
001.149.0520.5341.0000.0000	TELEPHONE	$28,068.29	$30,000.00	$9,681.04	$30,000.00	$30,000.00		
001.149.0520.5343.0000.0000	BINDING & PRINTING	$855.33	$0.00	$0.00	$0.00	$0.00		
001.149.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$88,109.00	$38,500.00	$13,936.68	$38,650.00	$38,650.00		
001.149.0540.5420.0000.0000	OFFICE SUPPLIES	$4,400.00	$4,500.00	$1,576.09	$4,500.00	$4,500.00		
001.149.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$1,790.00	$0.00	$0.00	$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$4,400.00	$6,290.00	$1,576.09	$4,500.00	$4,500.00		
Grand Total:		$97,055.42	$51,790.00	$16,468.54	$49,150.00	$49,150.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: Cable Television**

MISSION STATEMENT

To provide P & G (Public and Government) cable television services for the Scituate community. To broadcast local events, new studio production, public meetings, educational programs and PSA's. To provide air time as well as access to production equipment and training for all interested citizens. Also provide coverage of local government organizations.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

As Cable TV moves forward with a new television studio location and a broader vision, many goals become apparent. Clearly meeting the Comcast contract criteria, integrating the new studio into the community and public schools and regulating the funds in a direct and transparent way. We expect to have the new studio at a fully functional level: open to the Public, staffed, fully integrated into the school system and producing shows by May of 2011.

Goals:

1) Comcast contract awareness: Define implementation of the contract as it relates to the Cable TV 'PEG' template: Government, Public Access and Education.

2) Establish guidelines covering facility (studio and equipment) usage and funding of operational expenses (who pays what and how it is billed).

3) Tech support - High School and Town Hall – i.e. taping meetings (need an operator assigned at both locations for future broadcasts and digital recordings).

4) Staffing - establish duties and roles for a full time Executive Director (Station Manager) and part time technical associate(s) and volunteers.

5) Training / integration for those interested in using SCTV facilities. (i.e. Teachers, students, COA etc.)

6) Programming - develop, implement and promote a weekly program schedule. Newer product will also be available in the public domain.

7) Underwriting - develop plan to sell advertising to interested parties similar to PBS and non-profit stations

MAJOR BUDGET COMPONENTS

Cable TV operates with the purpose of reflecting, educating and informing the community. The new cable TV studio at the High School is currently the centerpiece of the department. We look forward to involving the local community in the benefits of the newly available production services and broadcast capabilities.

Other features of the department include community outreach, networking with other departments in town, advice and assistance to citizens and a community bulletin board.

The expenditures for our startup and annual costs are as follow:

Budget items:

1) Salary: SCTV Executive Director (Station Manager) - $60,000 + psc

2) Salary: Part time/non staff tech support -$15,000 (college student or recent college grad)

3) Two (2) editing stations (computers with video editing software, this is mandated by the Comcast contract) - $4,000

4) Three (3) mini cams (for remotes, this is important as it is the quickest and easiest way to film anything outside of the studio) - $1,000

5) Studio set (chairs, decoration, sofa etc.) - $3,000

6) Digital switcher with HD potential. The entire new studio is 'Digital HD ready' with the exception of the analog switcher. When a digital switcher is installed, the studio will become fully HD compatible. This is clearly the future of Cable TV. ($6,000)

7) Dedicated phone line for new studio - $200

8) Maintenance for Town Hall equipment - $4,000 (need ASAP).

9) Library origination install including rack & equipment. The library should be a live broadcast point with a similar set-up to the one that exists in the Selectmen's meeting room in Town hall. Comcast is obligated by contract to service this equipment but the Town has to purchase and install it - $20,000 EST.

Total = $113,200

Cable Television License as of November 30, 2010

Date Rec'd	Revenue	Total	PEG Access	IT Cable*
2/5/2009	Franchise Fee Advance 87,000 plus $500	$87,500.00	52,500.00	35,000.00
2/13/2009	Equipment	$50,000.00	30,000.00	20,000.00
2/13/2009	Franchise Fee Less 1/4 of advance (4.5% Gross Revenues)	$21,340.98	12,804.59	8,536.39
5/13/2009	Franchise Fee Less 1/4 of advance (4.5% Gross Revenues)	$51,190.44	30,714.26	20,476.18
8/24/2009	Franchise Fee Less 1/4 of advance (4.5% Gross Revenues)	$53,830.88	32,298.53	21,532.35
11/17/2009	Franchise Fee Less 1/4 of advance (4.5% Gross Revenues)	$55,066.87	33,040.12	22,026.75
12/4/2009	Franchise Fee Advance	$87,000.00	52,200.00	34,800.00
2/18/2010	Franchise Fee Less 1/4 of advance (4.5% Gross Revenues)	$51,538.62	30,923.17	20,615.45
6/2/2010	Franchise Fee Less 1/4 of advance (4.5% Gross Revenues)	$50,904.15	30,542.49	20,361.66
8/18/2010	Franchise Fee Less 1/4 of advance (4.5% Gross Revenues)	$55,589.26	33,353.56	22,235.70
11/18/2010	Franchise Fee Less 1/4 of advance (4.5% Gross Revenues)	$58,160.84	34,896.50	23,264.34
	Total	$622,122.04	$373,273.22	$248,848.82

*For IT purposes 1.8% of gross revenue-40% of 4.5) Contract allows for "other cable and/or technology purposes" expenditures from franchise fees received through December 31, 2010.

Expenditures			
Personal Services FY2009	4,300.00	4,300.00	-
Personal Services FY2010	30,600.00	30,600.00	-
Total Personal Services	34,900.00	34,900.00	-
Equipment FY2009	24,921.19	24,921.19	-
Equipment FY2010	4,880.01	4,880.01	-
Equipment FY2011	1,208.80	1,208.80	
FY 11 IT Purchases-School	40,305.16		40,305.16
FY 11 IT Purchases-Town	26,455.94		26,455.94
Total Equipment	97,771.10	31,010.00	66,761.10
Supplies-Software, DVDs FY2009			-
Supplies-Software, DVDs FY2010	202.85	202.85	-
Supplies-Software, DVDs FY2011	343.72	343.72	
Total Supplies	546.57	546.57	-
Total Expenditures	133,217.67	66,456.57	66,761.10
Sub-total	488,904.37	306,816.65	182,087.72
Appropriated to PEG Budget for FY11	(71,200.00)	(71,200.00)	
Balance November 30, 2010	**417,704.37**	235,616.65	182,087.72

FY 11 RISKS AND CHALLENGES

Cable Television in Scituate is currently in the process of being defined as a fully functioning department. During the next few years it will be a challenge to integrate Cable TV into both the Community and the schools ensuring the best possible outcome for the citizens of Scituate.

1) Managing Town's PEG obligations to ensure equal access and application for all users.

2) Security and Access issues for the new studio located at Scituate High School including usage times for Public access.

3) Management of funds, who pays for what exactly and transparently.

4) Staffing: managing a labor-intensive product with volunteers and associates.

5) Determine if the Town should organize SCTV as a NFP Corp or for profit.

6) Broadcast standards – implications of what appears on air and when.

DEPARTMENTAL ACCOMPLISHMENTS

This has been the best year for Cable TV in Scituate for a long time. Through the efforts of many Town employees, individual contractors and citizens, a brand new Cable TV studio was installed in the High School. This is a major accomplishment by any Town's standards. The facilities are impressive and are maintained 24/7 by contract. Along with a new TV studio many people in Scituate are dedicated to the future of Cable TV. This is the dawning of a new era in Cable TV in Scituate. We are all very proud of this year's Community Television accomplishments.

1) **A new up to date HD capable television studio at Scituate High** School. New cameras, a new switcher, monitors, a soundboard, microphones and much more are now available for Cable TV use. The studio has been line-checked and is ready for operation.

2) **Recognition and Awareness**. The fact that so many people have been involved in the new studio installation has brought about a larger awareness of Community television in our Town. Both local papers have featured the new studio in Scituate in related local news stories.

3) **Improved on-air look.** The Station Manager has been hard at work improving the station 'imaging' with graphics and a up to date 24/7 schedule. Custom sweepers, station identifiers, local PSA's have gone a long way to help re-define local Cable TV.

Budget 159 Cable TV

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.159.0510.5110.0000.0000	REGULAR SALARIES	$0.00	$0.00	$0.00	$60,000.00	$55,000.00		
001.159.0510.5191.0000.0000	BENEFITS OVERHEAD	$0.00	$0.00	$0.00	$0.00	$6,323.00		
SCHEDULE: PERSONAL SERVICES - 0510		$0.00	$0.00	$0.00	$60,000.00	$61,323.00		
001.159.0520.5242.0000.0000	REPAIR/MAINTENANCE OF	$0.00	$0.00	$0.00	$4,000.00	$2,000.00		
001.159.0520.5309.0000.0000	TECHNICAL SERVICES	$0.00	$31,200.00	$11,460.00	$0.00	$0.00		
001.159.0520.5341.0000.0000	TELEPHONE	$0.00	$0.00	$0.00	$200.00	$200.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$0.00	$31,200.00	$11,460.00	$4,200.00	$2,200.00		
001.159.0540.5420.0000.0000	OFFICE SUPPLIES	$0.00	$0.00	$0.00	$0.00	$300.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$0.00	$0.00	$0.00	$0.00	$300.00		
001.159.0580.5851.0000.0000	EQUIPMENT	$0.00	$40,000.00	$40,000.00	$31,000.00	$8,500.00		
001.159.0580.5852.0000.0000	FURNISHINGS	$0.00	$0.00	$0.00	$3,000.00	$2,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$40,000.00	$40,000.00	$34,000.00	$10,500.00		
DEPT: CABLE TV - 159		$0.00	$71,200.00	$51,460.00	$98,200.00	$74,323.00		
Grand Total:		$0.00	$71,200.00	$51,460.00	$98,200.00	$74,323.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: TOWN CLERK**

MISSION STATEMENT

The Mission of the Office of the Town Clerk is to serve as the official record keeper and archivist of the town records and statistics; and to coordinate and oversee elections and voter registration in compliance with Massachusetts and local law in order to assure sound documentation and access to local government for the general public and Town government.

To accurately establish, maintain, and certify all vital statistics of the Town and to collect and administer licenses, registrations and permits required by Massachusetts General Laws and Town By-Laws.

To provide courteous, competent and efficient service to the community in an effort to establish public confidence and respect for government.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL #1 ARCHIVES – Increase staffing to the level of January 1, 2010.

The Archives has been hard hit with resignations this year. Each of the individuals who resigned has been a person who was a consistent and well-informed presence. The result is no firm staffing of Wednesday hours after significant investment of Community Preservation funds into the restoration and the preservation of the records.

a. Interview Archivist for SCTV and run the interview regularly for a period of time
b. Set up an inviting presence on the website to attract interested parties
c. Develop a professional looking poster to be used for recruiting at volunteer fairs at the Library; and to be posted on the Town clerk bulletin board
d. Bulletin Board posted outside archives office with photos identifying the volunteer staff by name
e. Annual recognition of volunteers by the BOS

This goal could be accomplished in one year.

GOAL #2 – REVENUE – Increase revenue through revision of the fee structure.

A current review of the fees of the Town Clerk makes it clear that there is room for adjustment of fees.

Vitals are undergoing a major change in that all new births will be completed electronically. Once the program is in place, beginning with new births in January 2011, the Towns will also become responsible for issuing new births electronically. This program in time will expand to deaths. Meanwhile, towns will begin to have the capability of issuing all birth records from any municipality from each individual town. A requester will no longer be limited within the state to particular locations.

a. Review and monitor changes in the vitals process initiated by state
b. Monitor time involved for various processes in the office related to fees
c. Develop new fee structure as appropriate
d. Stress professional service fees not currently being enforced
e. Draft new fee structure
f. Present new fee proposal to BOS

Depending on the speed and effectiveness and parameters of the new vitals program, this goal should be accomplished within the year

.

GOAL #3 – DATA INPUT FOR FUTURE VITALS ELECTRONIC RECORDS – Increase efficiency in Town Clerk's office.

Completely input all vital records back to the 1960s.

The state has informed town clerks that there will be an opportunity for towns that have input all vital records data for past years to have the state process those records so they can be electronically duplicated/issued.

ituate would like to take advantage of that as soon as it becomes available. The program's availability will depend on state funding of that stage of the program.

a. Use all spare time to completely input the data.
b. Closely monitor to the status of the State program to assure Scituate is in a position to make use of the state's program as soon as it is available.

This is a labor intensive project. The time frame for achieving this goal is two years.

MAJOR BUDGET COMPONENTS

The department is run almost entirely by statutory obligation. Areas of expense are generally fixed and fluctuate based on the number of elections/town meetings during the fiscal year. The major expenditures of the department relate to the administration of elections. An election's expenses are significantly related to personnel – staff time, set-up and breakdown time, and part-time personnel for Election Day, but they also relate to the expense of ballot printing (where applicable) and programming of equipment. These are the obvious costs. However, there are daily costs for many months prior to and after an election. These costs are seldom considered when evaluating staff time. In 2010, we have been especially aware of the costs and the demands.

Briefly, some other areas of responsibility include: **census** – both town and federal, **street lists** – yearly, **vitals** – marriage, deaths, births, **licensing** – dogs, clams, raffles, fuel storage permits, business certificates, **zoning** – final certification of decisions, which requires complete record of process, **Planning** – certification and process, **town meeting** – certification, setup, overseeing and, **By-laws** – submission to Attorney General, **Ethics** - summaries and testing, recording and maintaining records, **Open Meeting Law** – summaries, recording and maintenance of records.

The detail and accuracy required of the office is exacting. However, while the work requires great accuracy, the office is constantly responding to requests and interruption by telephone and in person. Resulting in considerable multi-tasking. Personal contact and response remain a major requirement of the work. Man-hours have stayed essentially the same for ten years plus. However, at the same time, changes have outpaced the traditional view of the role of the Town Clerk's office.

FY 12 RISKS AND CHALLENGES

RISK

The greatest risk to the Town clerk's office is a decrease in staffing. Because of the nature of work in the office there is little that can be prioritized. Not only is the work pre-determined, there are deadlines and legal time lines to be followed with most procedures. The legal implications for all we do cannot be emphasized to strongly.

CHALLENGE

The challenges remain much the same as 2011. If anything, the budget shortfalls may be more acute.
The staff is very aware of the Town's budget difficulties. There is a great willingness to work hard. However, even with the staff's strong work ethic and our commitment to provide courteous, competent and efficient service to the Town, it will be a challenge to keep the spirit and commitment shored up.

Reward is rather fleeting in town government, and paychecks are unlikely to provide additional motivation in these upcoming budget years. Managers will be challenged to sustain morale and pride – and awareness of value.

EPARTMENTAL ACCOMPLISHMENTS

The year 2010 was a year of elections. In that regard, we are most proud of our engagement of volunteers for the many State elections. We had 24 volunteers for the final state election. That exceeded any number in the past. The volunteers included department heads, present and past board and committee members, grandparents, teenagers and many active people in the community. They were a great help.

The elections and town meetings from January 1, 2010 to November 8, 2010 are:

. Special State General Election
Special Town Election
Annual Town Election
State Primary Election
State General Election
Annual Town Meeting
Special Town Meeting (2)

This office did not decrease its service to the Town in any other area while we were challenged by all of the additional requirements this year.

DESCRIPTION OF REVENUE	FY/09	FY/10 YTD	FY/11 YTD
CPC Funds – Archives	$4 $40,00	$20,000	25,000
BIRTHS	4300	5178	5357
MARRIAGE	2450	2456	2,644
DEATH	7790	7996	8,636
MARRIAGE LIC	1260	1206	1,249
DOGS	14,673	11,964	12,207
CLAMS	1,220	1790	1,590
RAFFLES	70	82	90
POLE	600	600	400
GAS STORAGE	510	570	558
XEROX	68	141	139
DBA	2710	2843	3,033
POSTAGE	33	40	30
SEARCH	49	213	438
RECORDING	10	10	9
MISC. CERT.	118	131	125
DISKS	205	398	385
MAPS	50	106	86
ZONING BY-LAWS	200	316	235
GENERAL BY-LAWS	15	33	17
SUBDIVISION RR	0	0	44
WETLANDS	0	10	7
STREET LIST	1385	1854	1,834

Budget 161 Town Clerk

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.161.0510.5110.0000.0000	REGULAR SALARIES	$112,984.42	$126,328.00	$52,950.15	$124,457.00	$124,457.00		
001.161.0510.5120.0000.0000	OVERTIME	$1,909.09	$4,940.00	$958.30	$5,095.00	$4,940.00		
001.161.0510.5130.0000.0000	LONGEVITY	$1,210.69	$1,250.00	$360.69	$1,161.00	$1,161.00		
001.161.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.161.0510.5180.0000.0000	PART-TIME SALARIES	$10,205.75	$15,450.00	$4,756.75	$11,750.00	$11,750.00		
001.161.0510.5191.0000.0000	OTHER SALARIES	$308.32	$300.00	$129.93	$1,250.00	$1,250.00		
SCHEDULE: PERSONAL SERVICES - 0510		$126,618.27	$148,268.00	$59,155.82	$143,713.00	$143,558.00		
001.161.0520.5241.0000.0000	OFFICE MACHINE MAINT	$130.75	$500.00	$0.00	$500.00	$150.00		
001.161.0520.5308.0000.0000	TRAINING	$445.00	$0.00	$0.00	$0.00	$0.00		
001.161.0520.5311.0000.0000	SUPPORT SERVICES	$18,882.42	$14,500.00	$8,693.11	$16,500.00	$16,000.00		
001.161.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$1,000.00	$248.00	$1,000.00	$500.00		
001.161.0520.5343.0000.0000	BINDING & PRINTING	$4,270.32	$2,500.00	$0.00	$2,500.00	$2,200.00		
001.161.0520.5344.0000.0000	POSTAGE	$4,027.01	$2,500.00	$332.74	$2,500.00	$2,500.00		
001.161.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$146.98	$300.00	$147.12	$300.00	$300.00		
001.161.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$320.00	$325.00	$235.00	$325.00	$235.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$28,222.48	$21,625.00	$9,655.97	$23,625.00	$21,885.00		
001.161.0540.5420.0000.0000	OFFICE SUPPLIES	$790.23	$2,000.00	$1,648.08	$3,500.00	$2,000.00		
001.161.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$269.84	$1,000.00	$0.00	$1,000.00	$500.00		
001.161.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$800.00	$64.98	$800.00	$400.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$1,060.07	$3,800.00	$1,713.06	$5,300.00	$2,900.00		
Grand Total:		$155,900.82	$173,693.00	$70,524.85	$172,638.00	$168,343.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: CONSERVATION

MISSION STATEMENT:

To protect the natural environment of the Town of Scituate including the coastline, floodplains, watersheds and wetlands from improper development for the health, safety and well-being of the population and wildlife habitat. Implement to the fullest extent possible, the charges contained in the Town of Scituate Wetlands Bylaw, the Commonwealth of Massachusetts Wetlands Protection Act and the Town of Scituate Open Space and Conservation Plan.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

Goal 1: In accordance with the Open Space Plan: Conserve water bodies, aquifer areas, watershed and natural drainage areas, pond and stream shorelines, and acquire additional open space.

Strategy:

a. Strictly enforce the wetland rules and regulations. (on-going)
b. Adopt the new stormwater bylaws into the wetland regulations (April)

Goal 2: To review and coordinate various plans, studies and reports relative to coast management and protection of natural resources.

Strategy:

a. Gather reports and previous studies.
b. Assess status of any recommendations made.
c. Develop timetable and plan for addressing outstanding issues.
d. Educate town officials and residents about issues and challenges surrounding sensitive coastal areas.

Goal 3: Update the Town of Scituate Coastal Access Plan (Driftway Park & The Spit), which deals with one of the most scenic and used parks in the Town of Scituate.

Strategy:

a. Review existing reports, gather information from town officials and citizens of the Town of Scituate (March-April)
b. Create a list of items to be addressed about current plans and practices for the park including the Spit (human & habitat issues). (May-June)
c. Conduct a public input meeting (June)
d. Implement (on-going)

Goal 4: To coordinate, manage and implement the National Flood Insurance Program (NFIP) and the Town of Scituate Community Rating System in order to:

- Reduce flood damage to insurable property,
- Strengthen and support the insurance aspects of the NFIP, and
- Encourage a comprehensive approach to floodplain management.

Strategy;

a. continue the ongoing public information annual meeting in the summer and a flood hazard brochure mailing one time a year town-wide and one time of year to the flood prone areas.
b. continue GIS mapping efforts to help identify storm prone areas, new development and the effect of coastal inundation.
c. maintain records for compliance with CRS activities.

Goal 5: Review outstanding enforcement orders and develop plan to address delinquencies

1. Compile data on number of enforcement orders issued within specific timeframe,
2. Determine outstanding issues which require attention,
3. Take appropriate actions where warranted or dictated.

MAJOR BUDGET COMPONENTS:

The Conservation Commission has two major components in its area of responsibility: 1) Wetlands Protection by administering the Wetlands Protection Act (Chapter 131 Section 40) and the Town of Scituate Wetlands Bylaw; 2) Production and implementation (with other town boards) of the Town of Scituate Open Space & Recreation Plan.

This office also acts as coordinator the National Flood Insurance Agency Community Rating System, which offers reduced premiums to the homes in the flood prone areas when the town does certain mandated activities. *Also we are the GIS coordinator for the town.*

The majority of our budget goes to salaries after which there is:

> CRS brochures: Designing/changing brochure, printing and mailing twice a year, once town-wide and once to flood zone areas, Letterheads, Envelopes; MACC Dues and workshops, Mass Wildlife; Postage, including ads mailed to applicant, owner, applicant's representative; certified mailings of Determinations, Order of Conditions, Certificate of Compliance, Extensions, Enforcement Orders or Letters to applicant or owner, and regular mail to applicant's representative, and DEP.

In addition to budget items, the Commission administers two accounts, one for Driftway Park maintenance and development and the Conservation fund to be used for maintenance of Conservation lands and expenses for legal issues arising around the purchase of land and fees to private contractors.

FY 12 RISKS AND CHALLENGES

Challenge: FY11 - The Commission's long-time Conservation Agent resigned in November and as a result most of the goals will not be accomplished. A new agent will require time not only to learn the areas of town, but to also gain knowledge into the past history of different locations and filings that have come before the Commission. Every area of town has it's own wetland issues.

Risk: Changes are anticipated in the administration of the Wetlands Protection Act at the state level. These changes are expected to lessen the participation of DEP in the permitting process and increase the responsibilities of the local commissions.

We have made great progress and strides on the CRS program. However, over the years the staff impact has increased with a lessening of volunteer help.

Storm response impacts the department tremendously and can vary widely in any given year.

Maintenance of some trails is difficult because of parking and layout that is not always the most optimum. A formal trail maintenance plan needs to be developed at some point in the future.

DEPARTMENTAL ACCOMPLISHMENTS:

Scituate Coastal Inundation and Visualization Project - Conservation continued to work with project partners including NOAA, the National Weather Service, the Gulf of Maine Ocean Observing System, UMass Boston, & CZM on a project that seeks to better communicate flood and storm damage risk to hazard-prone areas within Scituate through storm surge modeling, flooding visualization imagery, tidal elevation monitoring, post-storm flood and storm damage impact documentation, and other methods.

Construction of the Driftway Bike/Pedestrian Trail Phase II is complete

CRS Premium discount continues to be 10% on properties in our flood zones.

"StormReady Community" designation for the Town was accomplished.

The Conservation Agent assisted in a coastal inundation study with the National Weather ser vice and NOAA

The Commission issued approximately 70 Orders of Conditions

The Commission issued 30 Determinations.

The Commission issued many Enforcement Orders for violations of the WPA and the Town of Scituate Code of Bylaws and followed through with three to Hingham District Court, where two out of three agreed to file with the Commission.

DESCRIPTION OF REVENUE	FY/09	FY/10	FY/11 YTD	F/12 Estimate	COMMENTS
	7/1/08-6/30/09	7/1/09-6/30/10	7/1/10-6/30/11	7/1/11-6/30/12	
Filing fees	$50,228.35	$26,885.50	$11,254.00	$16,000.00*	
Conservation Fund	$3,500	$3,500	$0		The Commission would ask that these funds be generated again for the Conservation & Driftway Funds.
Driftway Fund	$2,000	$2,000	$0		

Audubon has requested a minimum of $1,800.00 for 2011 Season to cover:

- working with local volunteers to erect fencing that will be maintained and moved as needed by CWP staff with assistance from the town and volunteers. Fencing provided by Mass Audubon, signage with Natural Heritage contact information to be provided by the Town.
- Monitor the Third Cliff site April-August on average of 3 times a week
- Complete & submit state census forms
- Submit year-end report to town officials
- Phone calls from concerned citizens will be forwarded to Scituate Conservation Agent and the state

Driftway Fund

Pays for Special Needs Group from the Life Skills Summer Program to cleanup, spread mulch, trim trails, etc.:

- Driftway Park
- Ellis Property
- Teak Sherman Park

Budget 171 Conservation

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.171.0510.5110.0000.0000	REGULAR SALARIES	$103,308.78	$99,109.00	$44,174.17	$98,163.00	$98,163.00		
001.171.0510.5120.0000.0000	OVERTIME	$0.00	$2,000.00	$0.00	$2,500.00	$0.00		
001.171.0510.5130.0000.0000	LONGEVITY	$1,950.00	$2,000.00	$900.00	$900.00	$900.00		
001.171.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$981.00	$0.00		
001.171.0510.5180.0000.0000	PART-TIME SALARIES	$0.00	$0.00	$0.00	$0.00	$0.00		
001.171.0510.5191.0000.0000	OTHER SALARIES	$1,031.16	$1,251.00	$433.70	$0.00	$981.00		
SCHEDULE: PERSONAL SERVICES - 0510		$106,289.94	$104,360.00	$45,507.87	$102,544.00	$100,044.00		
001.171.0520.5241.0000.0000	OFFICE MACHINE MAINT	$78.00	$750.00	$0.00	$750.00	$200.00		
001.171.0520.5308.0000.0000	TRAINING	$250.00	$750.00	$0.00	$750.00	$500.00		
001.171.0520.5309.0000.0000	TECHNICAL SERVICES	$7,965.00	$16,600.00	$14,670.00	$1,500.00	$1,500.00		
001.171.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$750.00	$0.00	$750.00	$750.00		
001.171.0520.5343.0000.0000	BINDING & PRINTING	$74.18	$750.00	$1,042.85	$750.00	$1,000.00		
001.171.0520.5344.0000.0000	POSTAGE	$911.59	$1,800.00	$229.66	$1,800.00	$1,100.00		
001.171.0520.5346.0000.0000	LEGAL ADVERTISING	$92.40	$200.00	$0.00	$200.00	$200.00		
001.171.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$0.00	$500.00	$0.00	$1,200.00	$750.00		
001.171.0520.5731.0000.0000	PROFESSIONAL DUES & SL	$406.00	$750.00	$573.00	$750.00	$600.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$9,777.17	$22,850.00	$16,515.51	$8,450.00	$6,600.00		
001.171.0540.5420.0000.0000	OFFICE SUPPLIES	$365.70	$700.00	$293.15	$1,000.00	$700.00		
001.171.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$750.00	$0.00	$750.00	$500.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$365.70	$1,450.00	$293.15	$1,750.00	$1,200.00		
Grand Total:		$116,432.81	$128,660.00	$62,316.53	$112,744.00	$107,844.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **PLANNING DEPARTMENT:**

MISSION STATEMENT

The mission of the Planning Board and Planning Department of the Town of Scituate is to create and implement long-range plans, to provide coordinated guidance and regulation of physical growth and development through the review of subdivision and site development plans, to explore and pursue grant opportunities for the Town as directed by the Town Administrator, and to provide professional advice and technical expertise to the citizens, elected officials, appointed boards and committees, and other departments of the Town of Scituate.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- **Make sure new development conforms to state and local regulations, including standards for road construction and drainage infrastructure.**
  - Identify any surety with fixed maturity dates and put automatic notifications in Outlook. 12/2010
  - Survey other PB's application and review fees and present findings to PB. 5/2011
  - Develop standard conditions for subdivisions and special permits; finalize with PB. 9/2011
  - Create information packet for responsibilities of homeowners' associations. 4/2012

- **Ensure applicants meet criteria for elevation grants; troubleshoot problems.**
  - Post information about elevation grants in convenience stores and Village Market, as well as newspaper and website. 1/2011, 1/2012
  - Hold informational meeting to solicit interest in grant program. 4/2011, 4/2012

- **Support Town's efforts to move forward on sustainability and energy efficiency, and pursue other grant opportunities.**
  - Assist Harbormaster with finalizing plans for Harborwalk in Cole Parkway and further expansion. Ongoing
  - Take two ESRI courses in ArcView in order to be prepared to print appropriate maps for grant applications and other internal town uses. 1/2012
  - Apply for Green Communities assistance in next grant round. 1/2011
  - Continue to update Commonwealth Capital score annually. 8/2011
  - Incorporate DPW's map in PB regulations to encourage desirable off site improvements by developers. 7/2011
  - Create map of town open space and sidewalks as base for town-wide trail network. 10/2012

- **Encourage the economic vitality of Scituate's village centers.**
  - Support Economic Development Commission by posting meetings, providing staff assistance as needed. Ongoing
  - Circulate information to the Commission on available grants and other opportunities. Ongoing

MAJOR BUDGET COMPONENTS

The Planning Board has a very public and highly responsible role in approval of new development and long range planning. It is charged with:

- Review of new development as provided by MGL Ch 40A, MGL Ch41, s 81, MGL Ch 40 s15C, the Town of Scituate Zoning Bylaw, Subdivision Rules and Regulations and Stormwater Bylaw.
- Producing and implementing a Master Plan for the physical development of the town.

The Town Planner makes written and oral recommendations to the Planning Board, drafts decisions, and insures that new development complies with all of the above laws and regulations. Other responsibilities are:

- Implementing the Master Plan with the Planning Board.
- Managing several programs of federal grants for elevating homes in the floodplain.
- Applying for other grants as requested by the Town Administrator.
- Maintaining the town's Commonwealth Capital score.
- Assisting with amendments to regulations for land use.

FY 12 RISKS AND CHALLENGES

The economy affected revenue from development application fees, which have continued at a low level from last year. When land is developed, decisions about new infrastructure can affect residents for years to come. There is a potential significant financial impact on the Town and its residents if infrastructure is not completed and property owners are left with roads in poor condition or inadequate drainage.

DEPARTMENTAL ACCOMPLISHMENTS

- Developed solar PV zoning for Scituate's Zoning Bylaw from draft provided by the state; held workshop on Stretch code; developed energy use information for all town buildings and departments; learned MassEnergyInsight software; completed town vehicle inventory and after approval by School Committee and Board of Selectmen, submitted application for Green Communities designation to DOER.
- Began process to pursue performance bond for a major subdivision with drainage and road construction issues.
- Applied for Clean Air & Mobility funds for three sidewalk segments, which was approved to be added to TIP.
- Obtained extensions of performance period for FEMA grants to help five homeowners who needed additional time to complete their elevations.
- Worked with Planning Board to revise Subdivision Rules and Regulations' water distribution infrastructure section to reflect DPW standards.
- Issued RFP for Planning Board consulting engineer and received ten responses.
- Worked with Town Administrator, Solaya, Planning Board Chair and Mass Development to obtain Recovery Zone status for Scituate.
- Finalized Elevation Grant Guidance with the Town Administrator and Building Commissioner, which was subsequently adopted by the Board of Selectmen.

DESCRIPTION OF REVENUE	YTD				Comments
	FY/09	FY/10	FY/11	FY/12	
Planning Board Fees	$7,410.00	$2,060.00	$2,500.00	$2,500.00	Application fees are expected to remain low, reflecting the level of development activity. Currently, Planning is administering two SRL grants, with associated administrative fees. The future activity of this grant program is uncertain.
Fees, Administration, FEMA grants		$2,000.00	$6,500.00		
TOTAL	$7,410.00	$4,060.00	$9,000.00	$2,500.00	

Budget-175 Planning Board

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.175.0510.5110.0000.0000	REGULAR SALARIES	$72,920.31	$73,759.00	$32,140.10	$76,739.00	$76,739.00		
001.175.0510.5130.0000.0000	LONGEVITY	$1,100.00	$1,100.00	$1,050.00	$1,100.00	$1,100.00		
001.175.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.175.0510.5180.0000.0000	PART-TIME SALARIES	$28,281.39	$28,191.00	$11,993.89	$28,861.00	$28,861.00		
001.175.0510.5191.0000.0000	OTHER SALARIES	$732.21	$1,020.00	$311.42	$0.00	$1,020.00		
SCHEDULE: PERSONAL SERVICES - 0510		$103,033.91	$104,070.00	$45,495.41	$106,700.00	$107,720.00		
001.175.0520.5241.0000.0000	OFFICE MACHINE MAINT	$78.00	$0.00	$0.00	$100.00	$100.00		
001.175.0520.5308.0000.0000	TRAINING	$231.25	$0.00	$0.00	$1,250.00	$1,250.00		
001.175.0520.5309.0000.0000	TECHNICAL SERVICES	$6,429.46	$2,620.00	$0.00	$400.00	$0.00		
001.175.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$1,000.00	$0.00	$450.00	$450.00		
001.175.0520.5343.0000.0000	BINDING & PRINTING	$504.00	$2,000.00	$32.50	$2,200.00	$2,000.00		
001.175.0520.5344.0000.0000	POSTAGE	$311.16	$350.00	$54.90	$350.00	$350.00		
001.175.0520.5346.0000.0000	LEGAL ADVERTISING	$1,172.80	$1,700.00	$271.37	$1,000.00	$1,000.00		
001.175.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$333.80	$500.00	$0.00	$500.00	$400.00		
001.175.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$844.59	$989.00	$857.42	$949.42	$950.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$9,905.06	$9,159.00	$1,216.19	$7,199.42	$6,500.00		
001.175.0540.5420.0000.0000	OFFICE SUPPLIES	$1,031.09	$900.00	$284.14	$900.00	$700.00		
001.175.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$1,031.09	$900.00	$284.14	$900.00	$700.00		
001.175.0580.5852.0000.0000	FURNISHINGS	$150.39	$0.00	$0.00	$0.00	$0.00		
001.175.0580.5853.0000.0000	OFFICE EQUIPMENT	$0.00	$350.00	$0.00	$0.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$150.39	$350.00	$0.00	$0.00	$0.00		

Budget-175 Planning Board

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
Grand Total:		$114,120.45	$114,479.00	$46,995.74	$114,799.42	$114,920.00		

End of Report

Zoning Board Hearing Receipts

FY2007	FY2008	FY2009	FY2010	FY2011 thru Nov	FY12 Projection
$ 5,175	$ 7,475	$ 5,600	$ 7,100	$ 2,475	$ 7,100

Budget 176 Zoning Board

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.176.0510.5120.0000.0000	OVERTIME	$0.00	$1,000.00	$310.13	$1,000.00	$800.00		
001.176.0510.5130.0000.0000	LONGEVITY	$300.00	$300.00	$0.00	$300.00	$300.00		
001.176.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.176.0510.5180.0000.0000	PART-TIME SALARIES	$19,849.00	$20,545.00	$8,813.51	$21,056.00	$20,545.00		
001.176.0510.5191.0000.0000	OTHER SALARIES	$0.00	$205.00	$0.00	$211.00	$0.00		
SCHEDULE: PERSONAL SERVICES - 0510		$20,149.00	$22,050.00	$9,123.64	$22,567.00	$21,645.00		
001.176.0520.5308.0000.0000	TRAINING	$0.00	$0.00	$0.00	$0.00	$0.00		
001.176.0520.5309.0000.0000	TECHNICAL SERVICES	$0.00	$0.00	$0.00	$0.00	$0.00		
001.176.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$250.00	$25.00	$250.00	$200.00		
001.176.0520.5344.0000.0000	POSTAGE	$853.42	$1,000.00	$313.29	$1,000.00	$1,000.00		
001.176.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$804.09	$450.00	$147.42	$450.00	$450.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$1,657.51	$1,700.00	$485.71	$1,700.00	$1,650.00		
001.176.0540.5420.0000.0000	OFFICE SUPPLIES	$448.08	$600.00	$398.96	$600.00	$600.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$448.08	$600.00	$398.96	$600.00	$600.00		
Grand Total:		$22,254.59	$24,350.00	$10,008.31	$24,867.00	$23,895.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: GENERAL LIABILITY 192**

MISSION STATEMENT:

To provide comprehensive blanket insurance coverage for Town and school property, equipment, staff and officials in the event of a loss or incident.

FY2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The Town's general liability insurance was rebid in the spring of 2010 resulting in a cost savings of $97,000. These savings helped offset other budgetary needs in the FY 11 town and school budgets and was allocated at the November special town meeting.

MAJOR BUDGET COMPONENTS

This line item includes: Property/Crime/Inland Marine Damage Insurance, General Liability Insurance, Automobile, Professional Liability (public, school law), Excess Liability, Police and Fire Accident and related coverage's. For General Liability property losses the current deductible is $5,000 and for Employer's Liability it is $[illegible]00.

Any insurance renewal is dependent upon two factors: market changes and loss history of the insured. The annual contractual budgetary amount is contingent on losses not exceeding a certain threshold each year and the renewal can be as much as 10% of the contract price. Our current policies state that our annual increase will be limited to 2% if we have a loss ration below 60%.

According to our insurance agent, the Statement of Values of the Town is up-to-date and reflective of current market values for the 74 lines of insurance it presently carries.

FY 12 RISKS AND CHALLENGES

The Town still lacks a strong and documented Loss Control Program. Part of this is that the insurance agency lacks a good program, the other is that lack of staff prevents regular maintenance and oversight of town buildings to report potential hazards. As building improvements are made or new equipment purchased, it is important that they be properly and timely insured. In addition, policy now requires that Certificates of Insurance with the Town named as an additional insured be provided to safeguard the Town against losses or exposure, particularly for special events.

Budget 192 Property/Liability Insurance

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.192.0570.5740.0000.0000	LIABILITY/PROPERTY INSUI	$460,000.00	$404,200.00	$389,508.00	$400,000.00	$400,000.00		
SCHEDULE: TRANSFERS - 0570		$460,000.00	$404,200.00	$389,508.00	$400,000.00	$400,000.00		
Grand Total:		$460,000.00	$404,200.00	$389,508.00	$400,000.00	$400,000.00		

End of Report

200 PUBLIC SAFETY

210	Police
220	Fire
241	Inspections
295	Shellfish

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: Police

MISSION STATEMENT:

The mission of the Scituate Police Department is to carry out patrol, investigative, enforcement, support and educational functions in order to promote the safety and general welfare of the citizens of the Town of Scituate.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Review, rewrite and update as necessary the Scituate Police Department Rules and Regulations.

a. Research and review other communities' policies.

b. Revise policies as needed to reflect current practice.

c. Produce a new document to be distributed to all members.

2. Provide more specialized training for officers to improve Departmental efficiency and delivery of service.

a. Determine patrol officers training needs in areas such as motor vehicle crash investigations, computer crime, firearms instructor, domestic violence, drug investigation, or any other appropriate training as it becomes available.

b. Arrange for first line supervisor training for command staff. Monitor application of management techniques.

3. Increase outreach to community groups to address matters of mutual concern.

a. Use community policing approach with Officer representatives to discuss neighborhood problems and concerns or issues identified by the Police Department.

b. Focus specifically on the seasonal issues in the North Scituate Beach area, taking into consideration the impact of the expiration of the North Scituate Beach Association agreement.

c. Increase and expand education and enforcement activities at New Inlet.

4. Expand and increase efforts to address dangerous and illegal July 3rd/4th activity.

a. Work with State Police, Fire and Explosion Section and local Police and Fire Departments to accomplish

b. Research grant funding sources.

c. Maximize media attention.

d. Optimum use of directed patrol resources.

5. Increase Department efficiency by tracking activity through statistical analysis, relative to number of incidents, deployment and location for optimum staffing and response.

a. Produce a record of incidents to determine frequency and type for purpose of directed patrol planning.

b. Provide a monthly report to the Town Administrator and Board of Selectmen.

6. Establishment of a centralized dispatch center.

a. Work with Town Administrator and Fire Chief relative to investigation, research, and implementation of a centralized joint dispatch function.

MAJOR BUDGET COMPONENTS

The Scituate Police Department consists of 4 Divisions:

Administration
Patrol
Investigations
Prosecution/Records/Training/Communication

Personal Services accounts for 90% of the Department Budget.

FY 12 RISKS AND CHALLENGES

To provide the best possible service to the Town at the most reasonable cost. For a number of years, due to financial limitations, appropriations have not kept up with the increasing costs of materials and services.

To date it would appear that the Department is on course to surpass the number of calls for service and incidents logged during 2009, accomplishing more with fewer officers.

While an analysis of call for service records indicates decreases in some categories, such as a 10% reduction in motor vehicle crashes, crimes against persons and motor vehicle breaking and entering have increased. These present a challenge and will be addressed.

Successful programs that we have both a financial and personal investment in are placed at risk due to the potential for reduced funding.

DEPARTMENTAL ACCOMPLISHMENTS

All members of this Department have worked to provide a high level of service to the Town.

Officers have worked with Town Departments, other agencies and community groups to address matters of mutual concern. For example: New Inlet area, July 3rd/4th, Heritage Days, Drug Take Back Day, Project Safety Net, and the Duathalon.

The Department conducts highly successful Traffic Enforcement, D.A.R.E., K-9, Safety Community Service, Domestic Violence and RAD programs.

Detectives and Officers working with local and state agencies and task forces have successfully investigated and prosecuted numerous significant drug and criminal cases.

The Department has implemented and updated many of our operating policies and procedures.

An Officer has completed advanced motor vehicle crash investigation training.

Due to increased enforcement activity, reported motor vehicle crashes have decreased by 10% this year.

I receive many calls and letters complimentary of the activities of the members of the Scituate Police Department.

DESCRIPTION	YTD				
OF REVENUE	FY/09	FY/10	FY/11	FY/12	Comments
911 TRAINING GRANT	5,100.00	6288.00	6,288.00		
911 COMMUNICATIONS CENTER SUPPORT GRANT	28,486.00	33,609	35,115.00		
TRAFFIC ENFORCEMENTGRANT	11,400.00	11,400.00	7,000.00		
UNDERAGE ALCOHOL ENFORCEMENT GRANT	4,992.00	N/A	N/A		
DOMESTIC VIOLENCE GRANT	1,310.00	3,680.00	4,696.00		
DETAIL ADMININSTRATION FEES	20,774.00	19,518.49	18,490.33		
INSURANCE RESTITUTION LDI	N/A	28,921.00	N/A		
FIREARMS PERMIT FEES	2,525.00	2,350.00	1,950.00		
COPELAND FAMILY DARE GIFT	5,000.00	5,000.00	5000.00		
ROTARY DARE GIFT	1,500.00	N/A	2,035.00		
REPORT FEES	1,158.00	1,485.44	605.00		
K9 DONATIONS	1,880.00	540.00	500.00		
COURT RESTITUTION FEES	629.00	1,265.00	1206.00		
NON CRIMINAL MJ POSSESION 94C	N/A	400.00	400.00		
PROPERTY ROOM.COM (UNCLAIMED PROP)	$652.01	733.00	23.72		
RAD DONATIONS	N/A	600.00	0.00		
COURT FINES CALENDAR TO DATE		5,600.00	1,675		
ANIMAL CONTROL FINES	N/A	450.00	25.00		
PARKING TICKET FINES	25,900	26,895.00	31,785		
COMMUNITY POLICING GRANT	N/A	N/A	N/A		

Budget 210 Police Department

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.210.0510.5110.0000.0000	REGULAR SALARIES	$1,907,030.41	$1,990,008.00	$812,691.31	$2,069,741.00	$2,056,011.00		
001.210.0510.5120.0000.0000	OVERTIME	$400,396.71	$315,020.00	$181,778.48	$315,020.00	$315,020.00		
001.210.0510.5130.0000.0000	LONGEVITY	$26,425.00	$26,075.00	$9,900.00	$27,175.00	$27,175.00		
001.210.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	$150,757.43	$295,038.00	$128,190.25	$270,240.00	$270,240.00		
001.210.0510.5150.0000.0000	HOLIDAY PAY	$75,883.77	$77,616.00	$34,330.79	$80,235.00	$80,151.00		
001.210.0510.5160.0000.0000	SHIFT DIFFERENTIAL	$53,434.06	$56,049.00	$23,387.23	$61,743.00	$61,743.00		
001.210.0510.5170.0000.0000	SPECIAL EMPLOYEE	$6,000.00	$6,000.00	$6,000.00	$6,000.00	$6,000.00		
001.210.0510.5172.0000.0000	SICK LEAVE BUY BACK	$500.00	$1,500.00	$0.00	$1,500.00	$1,500.00		
001.210.0510.5180.0000.0000	PART-TIME SALARIES	$69,359.65	$37,425.00	$8,821.93	$37,425.00	$37,425.00		
001.210.0510.5190.0000.0000	SEASONAL SALARIES	$41,458.13	$30,000.00	$33,941.25	$36,000.00	$34,000.00		
001.210.0510.5191.0000.0000	OTHER SALARIES	$1,541.51	$0.00	$644.84	$0.00	$1,500.00		
SCHEDULE: PERSONAL SERVICES - 0510		$2,732,786.67	$2,834,731.00	$1,239,686.08	$2,905,079.00	$2,890,765.00		
001.210.0520.5211.0000.0000	ELECTRICITY	$122.10	$100.00	$50.46	$100.00	$100.00		
001.210.0520.5213.0000.0000	NATURAL GAS	$0.00	$200.00	$0.00	$200.00	$200.00		
001.210.0520.5231.0000.0000	WATER/SEWER	$0.00	$0.00	$0.00	$3,380.00	$3,380.00		
001.210.0520.5241.0000.0000	OFFICE MACHINE MAINT	$16,988.46	$24,080.00	$15,657.54	$24,080.00	$24,080.00		
001.210.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	$46,494.80	$45,030.00	$20,619.75	$45,030.00	$41,530.00		
001.210.0520.5271.0000.0000	RENTALS EQUIP/FACILITIES	$13,940.45	$11,990.00	$6,080.64	$11,990.00	$11,990.00		
001.210.0520.5308.0000.0000	TRAINING	$3,945.65	$7,500.00	$5,096.80	$12,900.00	$12,900.00		
001.210.0520.5309.0000.0000	TECHNICAL SERVICES	$0.00	$0.00	$0.00	$0.00	$0.00		
001.210.0520.5311.0000.0000	SUPPORT SERVICES	$8,607.81	$16,345.00	$6,933.17	$16,345.00	$16,345.00		
001.210.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$0.00	$0.00	$0.00	$0.00		
001.210.0520.5344.0000.0000	POSTAGE	$973.79	$1,200.00	$440.88	$1,200.00	$1,000.00		

Budget 210 Police Department

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.210.0520.5381.0000.0000	LAUNDRY SERVICE	$11,200.00	$12,400.00	$5,600.00	$12,400.00	$12,400.00		
001.210.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$4,848.80	$4,688.00	$1,367.40	$4,688.00	$3,700.00		
001.210.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$4,230.95	$3,500.00	$2,777.00	$4,500.00	$4,200.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$111,352.81	$127,033.00	$64,623.64	$136,813.00	$131,825.00		
001.210.0540.5420.0000.0000	OFFICE SUPPLIES	$7,359.93	$6,500.00	$3,366.52	$6,500.00	$6,000.00		
001.210.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$6,152.27	$10,775.00	$1,051.58	$10,775.00	$10,775.00		
001.210.0540.5451.0000.0000	CLEANING SUPPLIES	$2,248.02	$2,150.00	$304.40	$2,150.00	$2,150.00		
001.210.0540.5480.0000.0000	VEHICLE SUPPLIES	$1,176.10	$0.00	$0.00	$0.00	$0.00		
001.210.0540.5481.0000.0000	FUELS & LUBRICANTS	$70,744.37	$74,250.00	$30,468.05	$74,250.00	$72,250.00		
001.210.0540.5500.0000.0000	MEDICAL SUPPLIES	$1,373.94	$2,600.00	$0.00	$2,600.00	$1,500.00		
001.210.0540.5580.0000.0000	OTHER SUPPLIES	$214.80	$0.00	$0.00	$0.00	$0.00		
001.210.0540.5581.0000.0000	CLOTHING	$17,686.05	$20,788.00	$7,967.27	$20,788.00	$18,000.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$106,955.48	$117,063.00	$43,157.82	$117,063.00	$110,675.00		
001.210.0580.5851.0000.0000	EQUIPMENT	$69,436.11	$99,100.00	$445.79	$99,100.00	$99,100.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$69,436.11	$99,100.00	$445.79	$99,100.00	$99,100.00		
Grand Total:		$3,020,531.07	$3,177,927.00	$1,347,913.33	$3,258,055.00	$3,232,365.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: FIRE

MISSION STATEMENT

The Scituate Fire Department is committed to providing the citizens and visitors of Scituate an effective, well trained team of professionals to protect their lives and property through fire protection and education, emergency medical and rescue services, fire suppression and Emergency Management.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal: Update and organize all of the Departments Standard Operational Guidelines(SOGs) June 2012

1. Gather all existing SOGs.
2. Revise and update existing SOGs.
3. Develop new guidelines where needed.
4. Organize all SOGs using one format and create a SOG Bible

Goal: Improve Department's Training September 2011 - Ongoing

1. Interview all members of the Department to determine strengths and weaknesses in the current training.
   A. Correct weaknesses.
2. Enroll the captains and lieutenants into Officer 1 and Officer 2 training courses to improve their management and leadership skills.
3. Enlist outside agencies to perform training that is beyond the Departments expertise.
4. Insure that all four shifts receive identical training.

Goal: Create and Implement Personnel Accountability System. January 2012

1. Attempt to persuade the Plymouth County Chiefs to adopt one uniformed accountability system (there may be grant money available for a County wide system).
2. If a County wide system is not feasible, choose a system that fits the Departments needs.
3. Train all members how to use the system and implement it.

Goal: Going Green II Ongoing

1. Continue FY 2011 objectives.
2. Have energy audit performed at all three stations and follow energy saving recommendations.
3. Replace old, energy consuming industrial oven and refrigerator at Station 1 and replace with new energy-saving appliances.

Goal: To track Department activity through statistical analysis relative to calls, deployment and geographic location for optimum staffing and deployment.

1. Compile record of calls and nature of calls-in versus actual incident.
2. Determine frequency of dual ambulance calls and fire deployments.
3. Develop monthly report for the Board of Selectmen and Town Administrator concerning the number of incidents.
4. Review and implement, as warranted, recommendations of 2010 Staffing and Operation Study.

Goal: Work with the Town Administrator and Chief of Police relative to researching, investigating and implementation of centralized joint dispatching function.

MAJOR BUDGET COMPONENTS

The services that the Scituate Fire Department provides to the residents of the Town are fire protection ALS ambulance and rescue, water rescue and recovery, fire prevention, emergence management, inspection and permitting.

Programs: SAFE, CERT, CPR and First Aid classed (in conjunction with the Recreation Department)

91.13% of the Department's budget is spent on Personnel Services, 5.61% on Materials and Supplies and 2.70% on Purchase of Services

FY 12 RISKS AND CHALLENGES

1. The most pressing challenge will be to maintain the current level of service to the residents of Scituate, not only in FY 12 but for the remainder of FY 11. The Department is short two positions and to maintain the minimum of ten firefighters per shift is draining the overtime budget. At some point it will be necessary to take a truck out of service and operate below the minimum of ten firefighters. If this occurs, my concern will be our ability to respond to multiple incidents simultaneously, which happens frequently. Response times, which are already too long, to certain sections of Town, will increase if we have to resort to stacking calls. Also, we will be unable to operate the second ambulance costing the Town potentially over $200,000 in revenue.

2. The Department has several vehicles that are due to be replaced in the next two years. It will be a challenge for the town to come up with the funding for these purchases. It is vital that the Department has safe, reliable apparatus to perform its duty.

DEPARTMENTAL ACCOMPLISHMENTS

1. The Department survived the year without serious injury to any of its members.

2. Working in conjunction with the Water Department a program for replacing old, unreliable hydrants was initiated. The communication between the two departments was previously nonexistent.

3. Ambulance computer reporting system was purchased and placed into service. This system enables the paramedics to write concise patient reports which are immediately sent electronically to our billing company, expediting the billing process, bringing more revenue to the Town.

4. The Department was awarded the "Assistance to Firefighters Grant" from FEMA for the amount of $25,650 to purchase 4 Thermal Imaging Cameras. We were also awarded a Fire Equipment Grant" from the State for $7,792.

5. Initiated a program to reduce the Department's carbon footprint. Older doors and windows and doors were replaced at Stations 3 and 4, recycling bins were placed in the stations, lights and electrical appliances that were not being used were shut off and the overhead doors were closed immediately to reduce heat loss.

6. The kitchen in Station 3 was renovated.

7. Began operating a second ambulance full time. By doing this we not only provide a better service to the residents of the Town, we also have increased the ambulance revenue by $30,000 in the first 7 weeks.

8. The Department returned over $90,000 to the town from the FY 2010 budget.

DESCRIPTION OF REVENUE	FY/08	FY/09	FY/10	FY/11	Comments
SAFE Grant	$4,700	$4,464	$4,456	$4,700	State
Fire Equipment Grant	$7,800	$7,792	$7,792		State
Permit Fees	$13,800	$13,623	$12,677	$4,985*	*Year to Date
Donations	$160	$1,575	$250		
Ambulance Revenue	$682,704	$799,765	$857,431	$251.752*	*July, Aug, Sep. Oct
MEMA Reimbursement		$1,842			Ice Storm Aid
3-Town Ambulance	$4,500	$4,500	$4,500	$4500	$1,500 fee for Maintaining Ambulance-Norwell, Cohasset and Scituate
Insurance Claim	$1,770	$2,855			
MEMA Grant			$2,500		Emergency Management Town Matching $2,500
Assistance to Firefighters Grant				$25,650	FEMA Grant to purchase 4 Thermal Imaging Cameras

Budget 220 Fire Department

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.220.0510.5110.0000.0000	REGULAR SALARIES	$2,708,018.57	$2,746,047.00	$1,169,927.64	$2,750,365.00	$2,754,017.00		
001.220.0510.5120.0000.0000	OVERTIME	$486,794.99	$374,000.00	$230,098.71	$374,000.00	$380,000.00		
001.220.0510.5121.0000.0000	OVERTIME-TRAINING	$61,797.68	$57,500.00	$25,546.18	$57,500.00	$57,500.00		
001.220.0510.5130.0000.0000	LONGEVITY	$30,523.00	$32,630.00	$17,799.00	$34,642.00	$34,642.00		
001.220.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	$27,559.00	$28,359.00	$25,759.00	$27,559.00	$27,559.00		
001.220.0510.5150.0000.0000	HOLIDAY PAY	$112,049.35	$113,239.00	$50,239.71	$111,960.00	$111,960.00		
001.220.0510.5160.0000.0000	SHIFT DIFFERENTIAL	$2,942.62	$3,500.00	$1,430.99	$3,500.00	$3,000.00		
001.220.0510.5170.0000.0000	SPECIAL EMPLOYEES	$249,081.63	$248,685.00	$103,036.48	$247,380.00	$247,380.00		
001.220.0510.5171.0000.0000	S.A.F.E. Program	$13,038.25	$5,000.00	$6,598.66	$5,000.00	$5,000.00		
001.220.0510.5172.0000.0000	SICK LEAVE BUY BACK	$600.00	$15,000.00	$600.00	$15,000.00	$12,000.00		
001.220.0510.5173.0000.0000	EMERGENCY MANAGEMEN	$5,700.67	$5,000.00	$253.46	$5,000.00	$5,000.00		
001.220.0510.5180.0000.0000	PART-TIME SALARIES	$20,961.00	$18,000.00	$10,599.50	$18,000.00	$18,000.00		
001.220.0510.5191.0000.0000	OTHER SALARIES	$376.84	$3,000.00	$163.10	$18,000.00	$18,000.00		
SCHEDULE: PERSONAL SERVICES - 0510		$3,719,443.60	$3,649,960.00	$1,642,052.43	$3,667,906.00	$3,674,058.00		
001.220.0520.5211.0000.0000	ELECTRICITY	$22,586.97	$20,160.00	$6,403.67	$20,160.00	$20,160.00		
001.220.0520.5213.0000.0000	NATURAL GAS	$9,685.71	$12,000.00	$968.93	$14,000.00	$12,000.00		
001.220.0520.5231.0000.0000	WATER/SEWER	$0.00	$6,340.00	$220.10	$6,600.00	$6,340.00		
001.220.0520.5241.0000.0000	OFFICE MACHINE MAINT	$16,732.17	$19,500.00	$15,603.24	$21,500.00	$21,500.00		
001.220.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	$19,416.62	$20,000.00	$7,608.79	$20,000.00	$12,000.00		
001.220.0520.5245.0000.0000	VEHICLE SERVICE	$1,500.00	$1,500.00	$0.00	$1,500.00	$1,500.00		
001.220.0520.5309.0000.0000	TECHNICAL SERVICES	$2,400.00	$5,000.00	$0.00	$5,000.00	$3,000.00		
001.220.0520.5311.0000.0000	SUPPORT SERVICES	$16,536.12	$19,400.00	$5,277.56	$19,400.00	$19,400.00		
001.220.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$600.00	$225.00	$1,200.00	$600.00		

Budget 220 Fire Department

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.220.0520.5343.0000.0000	BINDING & PRINTING	$806.86	$1,000.00	$0.00	$1,000.00	$1,000.00		
001.220.0520.5344.0000.0000	POSTAGE	$515.73	$600.00	$0.00	$600.00	$600.00		
001.220.0520.5702.0000.0000	EMERGENCY MGMT	$0.00	$0.00	$0.00	$0.00	$0.00		
001.220.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$2,053.76	$2,000.00	$490.00	$2,225.00	$2,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$92,233.94	$108,100.00	$36,797.29	$113,185.00	$100,100.00		
001.220.0540.5420.0000.0000	OFFICE SUPPLIES	$1,747.59	$2,500.00	$638.04	$2,500.00	$2,000.00		
001.220.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$4,343.24	$6,000.00	$287.78	$6,000.00	$6,000.00		
001:220.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$0.00	$0.00	$0.00	$0.00		
001.220.0540.5430.0000.0000	BUILDING SUPPLIES	$12,543.28	$5,000.00	$2,118.43	$5,000.00	$5,000.00		
001.220.0540.5431.0000.0000	EQUIPMENT PARTS	$59,669.04	$75,000.00	$37,878.83	$60,000.00	$60,000.00		
001.220.0540.5451.0000.0000	CLEANING SUPPLIES	$6,694.65	$5,500.00	$1,768.73	$6,000.00	$6,000.00		
001.220.0540.5480.0000.0000	VEHICLE SUPPLIES	$0.00	$0.00	$0.00	$0.00	$0.00		
001.220.0540.5481.0000.0000	FUELS & LUBRICANTS	$29,979.01	$35,000.00	$17,035.05	$35,000.00	$35,000.00		
001.220.0540.5484.0000.0000	TOOLS & EXPENDABLES	$0.00	$0.00	$0.00	$0.00	$0.00		
001.220.0540.5500.0000.0000	MEDICAL SUPPLIES	$18,032.30	$20,000.00	$6,503.95	$20,000.00	$20,000.00		
001.220.0540.5581.0000.0000	CLOTHING	$54,855.27	$70,000.00	$37,504.17	$70,000.00	$65,000.00		
001.220.0540.5702.0000.0000	EMERGENCY MANAGEMEN	$3,662.90	$5,000.00	$205.38	$5,000.00	$2,500.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$191,527.28	$224,000.00	$103,940.36	$209,500.00	$201,500.00		
001.220.0580.5851.0000.0000	EQUIPMENT	$14,490.53	$22,500.00	$4,240.00	$22,500.00	$18,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$14,490.53	$22,500.00	$4,240.00	$22,500.00	$18,000.00		
Grand Total:		$4,017,695.35	$4,004,560.00	$1,787,030.08	$4,013,091.00	$3,993,658.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: INSPECTIONS 241

MISSION STATEMENT

The mission of the Scituate Inspections Department is to ensure the public safety, health and welfare as it relates to buildings and structures by conscientious enforcement of the State Building Code, Gas and Plumbing Code, Electrical Code, Weights and Measures regulations, State Disabilities regulations and FEMA floodplain regulations. In addition, the Inspections Department is charged with enforcing the Town of Scituate Zoning Bylaw and applicable General Bylaws.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL: Maintain and bolster morale by providing Inspections Dept. staff with challenges, training and support to create a customer friendly environment.

Objectives:

1. Encourage initiative and involve office staff in challenging and interesting projects. (FY 12)

2. Meet individually with Inspectors monthly to provide support, discuss department philosophy, goals and operational needs. (FY 12)

3. Provide training to office staff in computer technology and dealing with difficult situations. (FY 12)

4. Provide training in emergency preparedness procedures to all members of the Inspections staff emphasizing the importance of teamwork and personal sacrifice during natural disasters. (FY 12)

GOAL: Provide opportunities for Senior volunteers and Student interns

Objectives:

1. Contact SHS to advise them of opportunities for student interns. (FY 12)

2. Create meaningful tasks for the student interns (FY 11/12)

3. Provide a work opportunity for Senior volunteer program participants (FY 12)

GOAL: Increased enforcement of Zoning Bylaw violations.

Objectives:

1. Train inspectors to input field data into permit software to reduce data entry workload in office so assistant zoning enforcement officer can concentrate on investigations and enforcement (FY12)

2. Encourage online permit application and payment with Unibank promotional material to further reduce office data entry workload

3. Promote a task force approach to enforcement of serious code violations comprised of Police, Fire, BOH and Inspections when those departments have jurisdiction. (FY12)

4. Work with Scituate Police Department to file Court complaints when necessary. (FY12)

GOAL: Improve technological efficiency in the Inspections Department.

Objectives:

1. Work closely with permit software provider to improve permitting program to provide superior tracking and reporting capabilities. (FY 12)

2. Encourage other departments involved with the permitting process to utilize the new permit software to increase efficiency for all involved. (FY 12)

3. Provide web based access to the public to view progress of their permit application. (FY 12)

GOAL: Provide assistance to Homeowners in coastal flood zones

Objectives:

1. Assist with FEMA flood mitigation program. Attend public awareness meetings. (FY 12)

2. Provide informational material and technical assistance to coastal residents. (FY 12)

3. Continue working with CRS coordinator by participating in public outreach programs, providing program information in my office, maintaining elevation certificates and maintaining a cooperative working relationship with State and Federal officials. (FY 12)

MAJOR BUDGET COMPONENTS

The major function of the Inspections Dept. involves reviewing all submitted permit applications and plans regarding the construction, repair, alteration, demolition, use and occupancy of buildings and other regulated structures, issuing permits for same and conducting all required Electrical, Plumbing, Gas and Building inspections. In addition, we conduct comprehensive safety inspections of all apartment buildings, schools, nightclubs, restaurants, churches, social clubs and all other places of public assembly as required by the State Building Code.

We promote flood mitigation with resulting protection of life and property by enforcing FEMA regulations adopted by the State Building Code as well as participate in the FEMA Elevation Grant Program and CRS flood mitigation outreach program.

We assist homeowners, real estate agents, builders, architects, engineers, lawyers, prospective homeowners and the public at large on matters regarding land use, Building Code regulations and Zoning regulations.

We enforce the Zoning Bylaws and applicable General Bylaws utilizing non-criminal disposition with fines or prosecution through the courts if necessary. The court complaint procedure is handled in-house to the extent possible to save legal expenses.

Expenditures: Over 90% of the Inspections Department budget is for essential personnel. Five of my six Inspectors are paid by the inspection and receive no benefits from the Town.

FY 12 RISKS AND CHALLENGES

One of the most significant challenges for the Inspections Department involves Code changes. In FY 12, a new 8th edition of the State Building Codes will take effect. In addition, the Town recently adopted the insulation "Stretch Code" which also takes effect in FY 12. When new codes are adopted the inspectors and staff need to be trained and the building community including homeowners need to be informed and educated. This can be a time consuming and daunting task. The additional time spent on plan review, inspections and educating the public increases the office workload. If the Code changes are not properly implemented by the Inspections Department homeowner's insurance premiums and coverage for damage could be adversely affected, creating a potential liability for the Town and unnecessary financial burden for the taxpayer.

Safety concerns for personnel in the field is always a challenge. There are many risks and hazardous conditions that Inspector's encounter at construction sites including electrical hazards, fall hazards, falling object hazards etc. It is notable that not one of my six Inspectors or myself has ever claimed an on the job injury in my 16 years as Building Commissioner but the risk is there and proper equipment must be provided.

The Building Commissioner on a daily basis makes decisions involving land use. Many of these decisions are challenging requiring a complex analysis of the status of land to determine development rights. These decisions are made without benefit of Town Counsel due to budgetary constraints. Incorrect decisions can lead to unnecessary litigation costs for the Town.

DEPARTMENTAL ACCOMPLISHMENTS

1. Staff has become proficient in the new permit software program and complaint database and we continue to work with other Town Hall departments to utilize the new software to increase overall efficiency. The community is beginning to utilize the online permitting feature.

2. Working cooperatively with the Town Planner and Town Administrator my department assisted in the effort to adopt the "Stretch Code" by participating in informational meetings with the public, the Planning Board and the Advisory Committee. The "Stretch Code" was adopted unanimously at the Fall Town Meeting.

3. Last year I reported that we had just recently issued the first Certificate of Occupancy to one of the four homes destroyed in the Turner Rd. gas explosion. I am happy to report that the damaged homes have all been repaired or reconstructed and the neighborhood is back to normal.

4. Participated in a comprehensive zoning bylaw review process, which resulted in an updated, clearer version of the zoning bylaw with numerous needed changes. The re-codified bylaw was adopted at the April 2010 Town Meeting and approved in it's entirety by the AG.

5. Promoted flood mitigation efforts by participating in the Community Rating System program and assisting with the Flood Grant Program.

DESCRIPTION OF REVENUE			YTD	PROJECTED	
	FY/O9	FY/10	FY/11	FY/12	Comments
Certificate of Inspections	$1,540.00	$1,325.00	$935.00	$1,400.00	
Building Permits	$226,774.00	$210,486.00	$87,479.00	$210,000.00	
Gas & Plumbing Permits	$34,263.00	$29,264.00	$15,680.00	$30,000.00	
Sealer of W&M	$3,955.00	$935.00	$3,450.00	$3,000.00	
Wire Permits	$28,835.00	$28,326.00	$12,375.00	$28,000.00	
Certificate of Occupancy	$1,778.00	$1,835.00	$720.00	$1,800.00	
Total:	$297,145.00	$272,171.00	$120,639.00	$274,200.00	

Budget 241 Inspections

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.241.0510.5110.0000.0000	REGULAR SALARIES	$107,068.17	$107,262.00	$46,684.71	$110,370.00	$110,370.00		
001.241.0510.5120.0000.0000	OVERTIME	$0.00	$0.00	$0.00	$0.00	$0.00		
001.241.0510.5130.0000.0000	LONGEVITY	$1,950.00	$1,950.00	$1,100.00	$1,950.00	$1,950.00		
001.241.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.241.0510.5180.0000.0000	PART-TIME SALARIES	$64,526.27	$76,801.00	$27,642.10	$78,731.00	$78,031.00		
001.241.0510.5191.0000.0000	OTHER SALARIES	$1,437.64	$1,246.00	$611.92	$1,281.00	$1,492.00		
SCHEDULE: PERSONAL SERVICES - 0510		$174,982.08	$187,259.00	$76,038.73	$192,332.00	$191,843.00		
001.241.0520.5241.0000.0000	OFFICE MACHINE MAINT	$0.00	$0.00	$0.00	$0.00	$0.00		
001.241.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIF	$849.54	$500.00	$435.41	$1,000.00	$1,000.00		
001.241.0520.5308.0000.0000	TRAINING	$1,393.00	$0.00	$0.00	$0.00	$0.00		
001.241.0520.5309.0000.0000	CONTRACTUAL SERVICES	$0.00	$0.00	$0.00	$0.00	$0.00		
001.241.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$1,500.00	$1,012.27	$1,500.00	$1,500.00		
001.241.0520.5343.0000.0000	BINDING & PRINTING	$0.00	$0.00	$0.00	$0.00	$0.00		
001.241.0520.5344.0000.0000	POSTAGE	$159.18	$300.00	$95.77	$200.00	$200.00		
001.241.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$6,546.40	$6,670.00	$2,286.40	$6,670.00	$6,670.00		
001.241.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$420.00	$500.00	$170.00	$500.00	$475.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$9,368.12	$9,470.00	$3,999.85	$9,870.00	$9,845.00		
001.241.0540.5420.0000.0000	OFFICE SUPPLIES	$539.35	$800.00	$365.34	$600.00	$600.00		
001.241.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$1,885.28	$1,200.00	$21.00	$1,200.00	$1,200.00		
001.241.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$100.00	$20.00	$200.00	$200.00		
001.241.0540.5481.0000.0000	FUELS & LUBRICANTS	$850.96	$1,000.00	$281.96	$1,000.00	$900.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$3,275.59	$3,100.00	$688.30	$3,000.00	$2,900.00		

Budget 241 Inspections

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
Grand Total:		$187,625.79	$199,829.00	$80,726.88	$205,202.00	$204,588.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: SHELLFISH**

MISSION STATEMENT

The Shellfish department's mission is to foster, protect and preserve the Town of Scituate's shellfishing resources and habitats in accordance with federal, state and local statutes and regulations.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. To monitor the town's existing shellfish resources and to ensure harvesting in accordance with state and local regulations.
2. To coordinate with the Division of Marine Fisheries and the Town of Marshfield to reopen the South River to shellfishing in the near future.
3. To continue to work to improve the department's website.
4. To work with the Harbormaster to monitor shellfish areas.

MAJOR BUDGET COMPONENTS

To notify the public of closures.

Monitor the shellfish habitats.

To inspect shoreline property for the presence of shellfish prior to the permitting process for dredging, dock, piers, etc.

FY 12 RISKS AND CHALLENGES

Continue to operate with aging equipment. (13' Boston Whaler 1970 – trailer dates to 1980's)

PARTMENTAL ACCOMPLISHMENTS

Continued to monitor the flats and post closures due to pollution.
Coordinate with the Division of Marine Fisheries.
Helped to distribute a contaminated relay of quahogs in the North River.
Reviewing and comparing shellfish rules and regulations with neighboring towns.

DESCRIPTION OF REVENUE	FY/09	FY/10	FY/11 YTD	FY/12	Comments
Clam Permits	$1,745	$1,110	$52.00	$1,110	

Budget 295 Shellfish

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.295.0510.5180.0000.0000	PART-TIME SALARIES	$11,567.84	$10,033.00	$4,264.05	$10,234.00	$10,234.00		
SCHEDULE: PERSONAL SERVICES - 0510		$11,567.84	$10,033.00	$4,264.05	$10,234.00	$10,234.00		
001.295.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	$184.42	$200.00	$55.80	$200.00	$200.00		
001.295.0520.5311.0000.0000	SUPPORT SERVICES	$75.00	$75.00	$0.00	$75.00	$75.00		
001.295.0520.5344.0000.0000	POSTAGE	$0.00	$5.00	$0.00	$5.00	$5.00		
001.295.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$413.60	$425.00	$151.20	$425.00	$420.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$673.02	$705.00	$207.00	$705.00	$700.00		
001.295.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$125.38	$100.00	$0.00	$100.00	$100.00		
001.295.0540.5481.0000.0000	FUELS & LUBRICANTS	$207.57	$300.00	$163.36	$300.00	$250.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$332.95	$400.00	$163.36	$400.00	$350.00		
001.295.0580.5851.0000.0000	EQUIPMENT	$2,363.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$2,363.00	$0.00	$0.00	$0.00	$0.00		
Grand Total:		$14,936.81	$11,138.00	$4,634.41	$11,339.00	$11,284.00		

End of Report

400 PUBLIC WORKS

400	Department of Public Works
423	Snow & Ice
424	Street Lights & Beacons

500 HUMAN SERVICES

510	Health
541	Council on Aging
543	Veterans
549	Commission on Disabilities

600 CULTURAL/RECREATION

610	Library
630	Recreation
650	Beautification
691	Historical

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: DEPARTMENT OF PUBLIC WORKS

MISSION STATEMENT:

We provide services to the residents and property owners of Scituate. These services include:

- maintaining and improving the roads, the parks, the cemeteries, and the playgrounds,
- delivering fresh water for human consumption and fire protection,
- disposing of municipal solid waste in a responsible manner while encouraging recycling,
- managing the collection and treatment of sanitary waste for the connected customers,
- managing all infrastructure construction projects.

We provide these services in the most efficient manner and in accordance with all federal, state and local statutes, regulations and bylaws.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Improve the quality of the public streets in Scituate to better serve the residents and reduce ongoing costs.
  - Implement a Roadwork Management Plan (May '11)
  - Get 8 private ways accepted as public ways (Nov '11))
- Improve the appeal and availability of municipal water
  - Reduce "brown water" issues by aggressively flushing in the Spring
  - Improve flavor by reducing reliance upon surface water
  - Evaluate summer water use rules and recommend changes (Apr '11)
- Create more sewer capacity to enable expansion of service to residents
  - Implement Tighe & Bond's recommended I&I program improvements (Jul '11)
  - Implement revised sewer regulations with new FOG program (Sep '11)
  - Implement new measure of flow rate analysis vs. ground water (Apr '11)
- Complete a financial analysis of the sewer enterprise and recommend adjustments (Jun '11)
- Improve the safety of targeted intersections
  - Implement improvements at 3 targeted intersections (Nov '11)
  - Develop action plan for 6 other targeted intersections (Nov '11)
- Implement a worker safety monthly training program in th spring of 2011
- Make a significant impact upon the Town's energy costs
  - Implement the wind turbine (Jul '11)
  - Implement the solar array (Dec '11)
  - Fund the Comprehensive Energy Management projects (Nov '11)
  - Implement streetlight audit (Jul '11)
- Improve the attractiveness of our roadways
  - Eliminate at least 20% of the double utility poles in town (Dec '11)
  - Eliminate the 250 obsolete or redundant roadway signs (Dec '11)
- Implement a monthly DPW safety training program (Apr '11)
- Work with the Recreation Department to find new, and improve old playing fields (Aug '11)

MAJOR BUDGET COMPONENTS

The two largest components of the $10.3 million dollar DPW budget are personnel costs ($2.8 million) and debt service ($2.2 million). The remaining $5.3 million of the spending is for chemicals, roadwork supplies, landscaping materials, MSW disposal, fuel, utilities, equipment maintenance, a snowplow contractors. (Details are provided in individual budgets.)

DEPARTMENT	BUDGET	HOUSEHOLDS SERVED
• Sewer	$3,190k	2,500
• Water	$2,707k	7,500
• Highway & Grounds	$1,943k	7,500
• Transfer Station	$1,327k	5,000
• Snow & Ice	$ 487k	7,500
• Engineering	$ 316k	7,500
• Streetlights & Beacons	$ 209k	7,500
• Administration	$ 127k	7,500

FY 12 RISKS AND CHALLENGES

- The Sewer Enterprise has not had a rate re-evaluation in 6 years. This needs to be done to ensure the operation continues to produce reserves to pay for maintenance and reinvestment.
- We are face a challenging construction and engineering load in 2011 and 2012 (roadwork, sewer work, water main work, etc.) These are all necessary projects, and we believe we have the staff to manage them well.
- Budget pressures will continue and may result in some reduction in service level.

DEPARTMENTAL ACCOMPLISHMENTS

- Beat all budgets and returned free-cash to the Town at the end of FY10.
- Brought the Wind Turbine Project to life - expect a July start-up.
- Invented and shepherded the Solar Array Project – look for it to be in operation by January '12.
- Replaced, cleaned and lined nearly 3 miles of water pipe.
- Implemented a new flushing program to reduce brown water issues.
- Implementing the expansion of the sewer system to 20 homes in the Rosa's Lane area and 310 in the Musquashcut basin.
- Launched an engineering study of the sewer Inflow & Infiltration program to create additional, cheap capacity (I&I is more than ½ the load on the system and generates no fees!)
- Clarified responsibilities for maintaining and plowing private ways and rekindled the Street Acceptance process to get more streets into public ownership and maintenance.
- Kept the place running efficiently while hiring two Engineers, a new Water Superintendent, two new licensed water plant operators, a new operator-in-training at the sewer plant, and three new licensed equipment operator.
- Implemented a skill-based pay system for the DPW workers.
- Improved the environmental quality and human safety of Musquashcut Pond.
- Launched the Galen Damon Pond project to increased reserve stored-water capacity.

Budget 400 DPW-Summ

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.000.0510.5110.0000.0000	REGULAR SALARIES	$1,224,751.00	$1,197,578.00	$467,945.34	$1,246,608.00	$1,244,670.00		
001.000.0510.5120.0000.0000	OVERTIME	$82,697.71	$52,701.00	$15,068.43	$52,942.00	$46,742.00		
001.000.0510.5130.0000.0000	LONGEVITY	$16,752.81	$17,375.00	$7,100.00	$13,850.00	$13,850.00		
001.000.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	$0.00	$0.00	$0.00	$0.00	$0.00		
001.000.0510.5172.0000.0000	SICK LEAVE BUY BACK	$27,000.00	$1,000.00	$0.00	$0.00	$0.00		
001.000.0510.5190.0000.0000	SEASONAL SALARIES	$47,956.00	$44,840.00	$30,248.00	$51,730.00	$44,840.00		
001.000.0510.5191.0000.0000	OTHER SALARIES	$21,123.17	$29,930.00	$10,585.42	$30,120.00	$30,101.00		
SCHEDULE: PERSONAL SERVICES - 0510		$1,420,280.69	$1,343,424.00	$530,947.19	$1,395,250.00	$1,380,203.00		
001.000.0520.5211.0000.0000	ELECTRICITY	$48,697.76	$52,600.00	$21,075.31	$61,432.00	$59,587.00		
001.000.0520.5213.0000.0000	NATURAL GAS	$32,574.44	$27,500.00	$4,953.15	$36,752.00	$35,000.00		
001.000.0520.5231.0000.0000	WATER/SEWER	$0.00	$56,994.00	$850.20	$59,844.00	$59,844.00		
001.000.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	$633.43	$3,000.00	$1,260.11	$3,000.00	$1,950.00		
001.000.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIF	$160,615.50	$151,099.00	$88,752.12	$155,808.00	$150,600.00		
001.000.0520.5245.0000.0000	VEHICLE SERVICE	$19,701.95	$18,000.00	$11,068.87	$21,375.00	$19,000.00		
001.000.0520.5271.0000.0000	EQUIPMENT RENTALS	$193,971.08	$186,741.00	$93,614.47	$190,702.00	$183,300.00		
001.000.0520.5271.0044.0000	EQUIPMENT RENTALS	$0.00	$0.00	$109.50	$0.00	$0.00		
001.000.0520.5308.0000.0000	TRAINING	$930.50	$1,850.00	$568.00	$3,350.00	$1,800.00		
001.000.0520.5309.0000.0000	TECHNICAL SERVICES	$5,145.08	$22,195.00	$4,590.60	$32,195.00	$25,750.00		
001.000.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$1,000.00	$0.00	$1,600.00	$1,000.00		
001.000.0520.5343.0000.0000	BINDING & PRINTING	$2,300.76	$2,400.00	$804.11	$3,000.00	$2,700.00		
001.000.0520.5344.0000.0000	POSTAGE	$1,688.65	$1,550.00	$579.77	$1,750.00	$1,490.00		
001.000.0520.5346.0000.0000	LEGAL ADVERTISING	$726.78	$1,150.00	$1,982.52	$1,300.00	$1,300.00		
001.000.0520.5389.0000.0000	INTERDEPARTMENTAL CHA	$17,332.02	$19,420.00	$8,561.50	$19,420.00	$19,420.00		

Budget 400 DPW-Summ

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.000.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$26.40	$0.00	$0.00	$0.00	$0.00		
001.000.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$1,596.64	$5,950.00	$509.00	$6,500.00	$4,800.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$485,940.99	$551,449.00	$239,279.23	$598,028.00	$567,541.00		
001.000.0522.5271.0000.0000	EQUIPMENT RENTALS	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: STORM DAMAGES - 0522		$0.00	$0.00	$0.00	$0.00	$0.00		
001.000.0540.5420.0000.0000	OFFICE SUPPLIES	$3,141.47	$3,600.00	$2,279.21	$4,000.00	$3,350.00		
001.000.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$24,681.06	$20,090.00	$6,166.86	$28,650.00	$22,500.00		
001.000.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$1,300.00	$23.50	$1,300.00	$1,050.00		
001.000.0540.5430.0000.0000	BUILDING SUPPLIES	$12,486.94	$13,230.00	$5,311.16	$13,230.00	$12,700.00		
001.000.0540.5431.0000.0000	EQUIPMENT PARTS	$58,409.51	$59,800.00	$28,782.12	$61,000.00	$59,800.00		
001.000.0540.5433.0000.0000	ROADWAY MAINT SUPPLIES	$82,356.38	$67,426.00	$38,276.44	$69,490.00	$68,000.00		
001.000.0540.5434.0000.0000	TRAFFIC CONTROL SUPPLI	$10,509.12	$17,022.00	$13,046.53	$17,022.32	$17,000.00		
001.000.0540.5451.0000.0000	CLEANING SUPPLIES	$7,731.75	$6,300.00	$3,751.33	$7,600.00	$6,300.00		
001.000.0540.5462.0000.0000	LANDSCAPING SUPPLIES	$15,928.61	$11,000.00	$2,058.19	$11,000.00	$10,000.00		
001.000.0540.5480.0000.0000	VEHICLE SUPPLIES	$0.00	$2,500.00	$444.60	$2,500.00	$2,500.00		
001.000.0540.5481.0000.0000	FUELS & LUBRICANTS	$68,554.45	$93,000.00	$33,608.01	$97,175.00	$86,500.00		
001.000.0540.5484.0000.0000	TOOLS & EXPENDABLES	$0.00	$2,900.00	$253.00	$2,900.00	$400.00		
001.000.0540.5581.0000.0000	CLOTHING	$9,416.85	$11,550.00	$8,100.00	$10,550.00	$9,050.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$293,216.14	$309,718.00	$142,100.95	$326,417.32	$299,150.00		
001.000.0580.5851.0000.0000	EQUIPMENT	$22,574.28	$13,700.00	$1,899.51	$43,600.00	$12,000.00		
001.000.0580.5853.0000.0000	OFFICE EQUIPMENT	$1,627.00	$1,627.00	$1,120.00	$22,627.00	$20,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$24,201.28	$15,327.00	$3,019.51	$66,227.00	$32,000.00		

Budget 400 DPW-Summ

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
Grand Total:		$2,223,639.10	$2,219,918.00	$915,346.88	$2,385,922.32	$2,278,894.00		

End of Report

Budget 421 DPW Administration-Summ

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.421.0510.5110.0000.0000	REGULAR SALARIES	$113,963.27	$114,387.00	$51,186.59	$118,999.00	$117,061.00		
001.421.0510.5130.0000.0000	LONGEVITY	$0.00	$225.00	$0.00	$425.00	$425.00		
001.421.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	$0.00	$0.00	$0.00	$0.00	$0.00		
001.421.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.421.0510.5191.0000.0000	OTHER SALARIES	$2,400.80	$0.00	$1,007.12	$1,190.00	$1,171.00		
SCHEDULE: PERSONAL SERVICES - 0510		$116,364.07	$114,612.00	$52,193.71	$120,614.00	$118,657.00		
001.421.0520.5241.0000.0000	OFFICE MACHINE MAINT	$0.00	$1,500.00	$727.11	$1,500.00	$750.00		
001.421.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	$879.00	$300.00	$224.38	$600.00	$300.00		
001.421.0520.5271.0000.0000	RENTALS EQUIP/FACILITIES	$0.00	$300.00	$0.00	$300.00	$300.00		
001.421.0520.5308.0000.0000	TRAINING	$0.00	$0.00	$0.00	$0.00	$0.00		
001.421.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$500.00	$0.00	$500.00	$500.00		
001.421.0520.5343.0000.0000	BINDING & PRINTING	$253.00	$0.00	$39.80	$300.00	$300.00		
001.421.0520.5344.0000.0000	POSTAGE	$911.24	$400.00	$40.54	$600.00	$600.00		
001.421.0520.5346.0000.0000	LEGAL ADVERTISING	$0.00	$400.00	$768.24	$300.00	$300.00		
001.421.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$0.00	$100.00	$0.00	$100.00	$100.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$2,043.24	$3,500.00	$1,800.07	$4,200.00	$3,150.00		
001.421.0540.5420.0000.0000	OFFICE SUPPLIES	$895.83	$600.00	$176.27	$700.00	$600.00		
001.421.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$0.00	$0.00	$0.00	$0.00	$0.00		
001.421.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$300.00	$0.00	$300.00	$300.00		
001.421.0540.5581.0000.0000	CLOTHING	$0.00	$200.00	$0.00	$200.00	$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$895.83	$1,100.00	$176.27	$1,200.00	$900.00		

Budget 421 DPW Administration-Summ

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.421.0580.5853.0000.0000	OFFICE EQUIP	$0.00	$0.00	$0.00	$1,000.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$0.00	$0.00	$1,000.00	$0.00		
Grand Total:		$119,303.14	$119,212.00	$54,170.05	$127,014.00	$122,707.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: ENGINEERING

MISSION STATEMENT:

The Engineering Department manages and provides oversight of all municipal infrastructure construction projects while ensuring conformance to Mass General Laws. We also provide consulting services to all Town Departments, Boards and Commissions.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The Engineering Department is working to improve town infrastructure in the most cost effective way for stakeholders. Specifically,

- Water Lines: Update the aging water system and provide maximum benefit to the ratepayers of the Town. The current systems is old and in need of updating.
- Sewer: Lower the amount of inflow and infiltration entering the existing system and expedite the installation of municipal sewer system in District 1A (Musquashicut area).
- Roadways: Develop an updated Pavement Management Plan and a drainage improvement plan.
- Storm Fighting: Help implement "fight snow from the ground up" strategy.
- Safety: Help implement the Worker Safety program across DPW.
- Seawalls: Improve methods for seawall cataloging and inspection.

MAJOR BUDGET COMPONENTS

The largest Budget Component of Engineering is salary (94%).

FY 12 RISKS AND CHALLENGES

Obtaining funding through grants and other means for infrastructure upgrades.

DEPARTMENTAL ACCOMPLISHMENTS

- The linking of water and sewer projects to highway projects to reduce overall costs.
- The successful oversight of the water work on First Parish, Beaver Dam, Stockbridge, Rosa's lane, Cairnslea, Newfield and Tilden.
- The successful oversight of the sewer project in the Rosa's lane area.
- Sidewalk improvements not limited to the Driftway and Kent Street, Henry Turner Bailey Road.
- Completion of Egypt Park project, Gannett Path, Henry Turner Bailey sidewalk.
- Bidding of numerous construction projects (Tilden, Stockbridge, Country Way and Hollet water projects, Rosa's Lane, Seawalls, Gannett Path, etc.)
- Hiring of two very experienced engineers.
- All projects accomplished during a period with two retirements reducing manpower for 9 months.

Budget 411 Engineering-Summ.

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.411.0510.5110.0000.0000	REGULAR SALARIES	$237,364.79	$200,572.00	$47,303.28	$231,714.00	$231,714.00		
001.411.0510.5120.0000.0000	OVERTIME	$9,791.36	$4,500.00	$0.00	$6,200.00	$0.00		
001.411.0510.5130.0000.0000	LONGEVITY	$4,052.81	$3,150.00	$550.00	$425.00	$425.00		
001.411.0510.5172.0000.0000	SICK LEAVE BUY BACK	$27,000.00	$1,000.00	$0.00	$0.00	$0.00		
001.411.0510.5191.0000.0000	OTHER SALARIES	$709.91	$1,021.00	$504.40	$2,317.00	$2,317.00		
SCHEDULE: PERSONAL SERVICES - 0510		$278,918.87	$210,243.00	$48,357.68	$240,656.00	$234,456.00		
001.411.0520.5241.0000.0000	OFFICE MACHINE MAINT	$345.00	$750.00	$533.00	$750.00	$750.00		
001.411.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	$0.00	$1,000.00	$120.81	$1,000.00	$500.00		
001.411.0520.5245.0000.0000	VEHICLE SERVICE	$547.00	$500.00	$1,468.09	$1,500.00	$1,000.00		
001.411.0520.5271.0000.0000	RENTALS EQUIP/FACILITIE	$1,612.99	$1,260.00	$452.96	$1,260.00	$0.00		
001.411.0520.5308.0000.0000	TRAINING	$537.50	$1,000.00	$0.00	$2,500.00	$1,000.00		
001.411.0520.5309.0000.0000	TECHNICAL SERVICES	$4,821.78	$21,195.00	$4,134.66	$31,195.00	$25,000.00		
001.411.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$500.00	$0.00	$500.00	$500.00		
001.411.0520.5343.0000.0000	BINDING & PRINTING	$1,997.76	$2,200.00	$500.51	$2,500.00	$2,200.00		
001.411.0520.5344.0000.0000	POSTAGE	$649.86	$750.00	$529.59	$750.00	$750.00		
001.411.0520.5346.0000.0000	LEGAL ADVERTISING	$726.78	$750.00	$1,214.28	$1,000.00	$1,000.00		
001.411.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$408.64	$500.00	$174.00	$800.00	$600.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$11,647.31	$30,405.00	$9,127.90	$43,755.00	$33,300.00		
001.411.0540.5420.0000.0000	OFFICE SUPPLIES	$1,357.80	$1,500.00	$894.86	$1,800.00	$1,500.00		
001.411.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$709.68	$1,500.00	$0.00	$1,500.00	$1,500.00		
001.411.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$1,000.00	$23.50	$1,000.00	$750.00		
001.411.0540.5431.0000.0000	EQUIPMENT PARTS	$671.03	$800.00	$457.15	$1,000.00	$800.00		

Budget 411 Engineering-Summ.

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.411.0540.5480.0000.0000	VEHICLE SUPPLIES	$0.00	$0.00	$0.00	$0.00	$0.00		
001.411.0540.5481.0000.0000	FUELS & LUBRICANTS	$3,304.52	$3,000.00	$916.50	$3,500.00	$3,500.00		
001.411.0540.5484.0000.0000	TOOLS & EXPENDABLES	$0.00	$400.00	$0.00	$400.00	$400.00		
001.411.0540.5581.0000.0000	CLOTHING	$866.85	$800.00	$0.00	$800.00	$800.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$6,909.88	$9,000.00	$2,292.01	$10,000.00	$9,250.00		
001.411.0580.5853.0000.0000	OFFICE EQUIPMENT	$1,627.00	$1,627.00	$1,120.00	$21,627.00	$20,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$1,627.00	$1,627.00	$1,120.00	$21,627.00	$20,000.00		
Grand Total:		$299,103.06	$251,275.00	$60,897.59	$316,038.00	$297,006.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: HIGHWAY & GROUNDS

MISSION STATEMENT:

- Manage the cost effective maintenance and rebuilding of all Town roads and drainage systems
- Ensure that all public grounds, parks, playgrounds and cemeteries are attractively maintained.
- Ensure that all public ways are safely passable in the winter.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Implement new snow fighting strategy to improve results and reduce costs.
- Improve appearances of Pier 44.
- Implement Worker Safety Program in Highway and Grounds.
- Improve vehicle and pedestrian safety at Beaver Dam/Tilden, Jericho/Porter, Curtis/Country Way.

MAJOR BUDGET COMPONENTS

- Personnel Costs 55%
- Road repair supplies 18%
- Vehicle costs 9%
- Utilities 8%
- Grounds supplies 7%
- Building supplies 2%
- Police details 1%

FY 12 RISKS AND CHALLENGES

- Implementing the revised snow plowing policy and priorities without disrupting service
- Maintaining a safe work environment
- Managing overtime costs consistent with meeting the needs of the operation
- Avoiding spending excess funds on unbudgeted requests from other departments

DEPARTMENTAL ACCOMPLISHMENTS

- Maintained all cemeteries, playgrounds, parks and grounds to a high standard at all times.
- Managed tree removal and trimming to improve road safety though out the year
- Kept drain basins cleared and culverts flowing to reduce flooding despite numerous storms
- Managed the rebuilding of Beaver Dam, Hatherly Road, and Greenfield.
- Completed drainage work on Greenfield Lane, Hatherly, Central Avenue, Egypt Beach Road.
- Responded to numerous emergency situations created by Northeast storms.
- Got all parks and cemeteries in shape in time for Memorial Day and Veteran's ceremonies.
- Cost effectively maintained the safety of winter roads and returned a significant chunk of change to the Town.

Budget 422 Highway Dept

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.422.0510.5110.0000.0000	REGULAR SALARIES	$466,051.35	$480,790.00	$206,672.55	$495,504.00	$495,504.00		
001.422.0510.5120.0000.0000	OVERTIME	$37,624.57	$22,100.00	$8,513.37	$22,550.00	$22,550.00		
001.422.0510.5130.0000.0000	LONGEVITY	$7,400.00	$7,900.00	$4,050.00	$7,400.00	$7,400.00		
001.422.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.422.0510.5190.0000.0000	SEASONAL SALARIES	$12,198.00	$10,640.00	$7,676.00	$10,780.00	$10,640.00		
001.422.0510.5191.0000.0000	OTHER SALARIES	$8,907.87	$15,160.00	$4,527.30	$13,707.00	$13,707.00		
SCHEDULE: PERSONAL SERVICES - 0510		$532,181.79	$536,590.00	$231,439.22	$549,941.00	$549,801.00		
001.422.0520.5211.0000.0000	ELECTRICITY	$8,117.02	$9,850.00	$2,945.88	$10,345.00	$8,500.00		
001.422.0520.5213.0000.0000	NATURAL GAS	$1,979.44	$2,500.00	$318.08	$2,625.00	$2,000.00		
001.422.0520.5231.0000.0000	WATER/SEWER	$0.00	$10,980.00	$34.10	$11,529.00	$11,529.00		
001.422.0520.5241.0000.0000	OFFICE MACHINE MAINT	$288.43	$600.00	$0.00	$600.00	$300.00		
001.422.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	$132,354.52	$133,299.00	$75,462.84	$136,883.00	$133,300.00		
001.422.0520.5245.0000.0000	VEHICLE SERVICE	$10,681.30	$10,000.00	$7,517.65	$12,000.00	$10,500.00		
001.422.0520.5271.0000.0000	RENTAL EQUIP/FACILITIES	$112,307.49	$94,681.00	$62,153.84	$96,237.00	$92,000.00		
001.422.0520.5308.0000.0000	TRAINING	$150.00	$500.00	$415.00	$500.00	$500.00		
001.422.0520.5309.0000.0000	TECHNICAL SERVICES	$0.00	$0.00	$0.00	$0.00	$0.00		
001.422.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$0.00	$0.00	$600.00	$0.00		
001.422.0520.5343.0000.0000	BINDING & PRINTING	$50.00	$200.00	$263.80	$200.00	$200.00		
001.422.0520.5344.0000.0000	POSTAGE	$100.93	$300.00	$8.32	$300.00	$100.00		
001.422.0520.5389.0000.0000	INTERDEPARTMENTAL SER	$11,147.52	$15,120.00	$7,637.50	$15,120.00	$15,120.00		
001.422.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$620.00	$4,750.00	$185.00	$5,000.00	$3,500.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$277,796.65	$282,780.00	$156,942.01	$291,939.00	$277,549.00		

Budget 422 Highway Dept

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.422.0522.5271.0000.0000	STORM CLEANUP	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: STORM DAMAGES - 0522		$0.00	$0.00	$0.00	$0.00	$0.00		
001.422.0540.5420.0000.0000	OFFICE SUPPLIES	$560.40	$1,000.00	$997.09	$1,000.00	$750.00		
001.422.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$13,947.18	$7,890.00	$867.21	$8,950.00	$8,000.00		
001.422.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$0.00	$0.00	$0.00	$0.00		
001.422.0540.5430.0000.0000	BUILDING SUPPLIES	$3,198.31	$3,230.00	$2,972.34	$3,230.00	$3,200.00		
001.422.0540.5431.0000.0000	EQUIPMENT PARTS	$33,569.30	$35,000.00	$13,485.16	$35,000.00	$34,000.00		
001.422.0540.5433.0000.0000	ROADWAY MAINT SUPPLIES	$82,356.38	$67,426.00	$38,276.44	$69,490.00	$68,000.00		
001.422.0540.5434.0000.0000	TRAFFIC CONTROL SUPPLI	$10,509.12	$17,022.00	$13,046.53	$17,022.32	$17,000.00		
001.422.0540.5451.0000.0000	CLEANING SUPPLIES	$1,961.99	$1,300.00	$959.60	$1,600.00	$1,300.00		
001.422.0540.5480.0000.0000	VEHICLE SUPPLIES	$0.00	$0.00	$0.00	$0.00	$0.00		
001.422.0540.5481.0000.0000	FUELS & LUBRICANTS	$40,683.89	$55,000.00	$19,622.57	$57,750.00	$48,000.00		
001.422.0540.5484.0000.0000	TOOLS & EXPENDABLES	$0.00	$0.00	$28.00	$0.00	$0.00		
001.422.0540.5581.0000.0000	CLOTHING	$4,050.00	$5,050.00	$4,050.00	$5,500.00	$4,200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$190,836.57	$192,918.00	$94,304.94	$199,542.32	$184,450.00		
001.422.0580.5851.0000.0000	EQUIPMENT	$0.00	$12,000.00	$1,060.00	$22,100.00	$12,000.00		
001.422.0580.5853.0000.0000	OFFICE EQUIPMENT	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$12,000.00	$1,060.00	$22,100.00	$12,000.00		
Grand Total:		$1,000,815.01	$1,024,288.00	$483,746.17	$1,063,522.32	$1,023,800.00		

End of Report

Budget 429 Public Grounds-No Detail

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.429.0510.5110.0000.0000	REGULAR SALARIES	$407,371.59	$401,829.00	$162,782.92	$400,391.00	$400,391.00		
001.429.0510.5120.0000.0000	OVERTIME	$35,281.78	$26,101.00	$6,555.06	$24,192.00	$24,192.00		
001.429.0510.5130.0000.0000	LONGEVITY	$5,300.00	$6,100.00	$2,500.00	$5,600.00	$5,600.00		
001.429.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.429.0510.5190.0000.0000	SEASONAL SALARIES	$35,758.00	$34,200.00	$22,572.00	$40,950.00	$34,200.00		
001.429.0510.5191.0000.0000	OTHER SALARIES	$9,104.59	$13,749.00	$4,546.60	$12,906.00	$12,906.00		
SCHEDULE: PERSONAL SERVICES - 0510		$492,815.96	$481,979.00	$198,956.58	$484,039.00	$477,289.00		
001.429.0520.5211.0000.0000	ELECTRICITY	$40,580.74	$42,750.00	$18,129.43	$51,087.00	$51,087.00		
001.429.0520.5213.0000.0000	NATURAL GAS	$30,595.00	$25,000.00	$4,635.07	$34,127.00	$33,000.00		
001.429.0520.5231.0000.0000	WATER/SEWER	$0.00	$46,014.00	$816.10	$48,315.00	$48,315.00		
001.429.0520.5241.0000.0000	OFFICE MACHINE MAINT	$0.00	$150.00	$0.00	$150.00	$150.00		
001.429.0520.5242.0000.0000	REPAIR/MAINT PROP/EQ	$27,381.98	$16,500.00	$12,944.09	$17,325.00	$16,500.00		
001.429.0520.5245.0000.0000	VEHICLE SERVICE	$8,473.65	$7,500.00	$2,083.13	$7,875.00	$7,500.00		
001.429.0520.5271.0000.0000	RENTAL EQUIP/FACILIT	$80,050.60	$90,500.00	$31,007.67	$92,905.00	$91,000.00		
001.429.0520.5271.0044.0000	DPW-PIER 44 ALARM	$0.00	$0.00	$109.50	$0.00	$0.00		
001.429.0520.5308.0000.0000	TRAINING	$243.00	$350.00	$153.00	$350.00	$300.00		
001.429.0520.5309.0000.0000	TECHNICAL SERVICES	$323.30	$1,000.00	$455.94	$1,000.00	$750.00		
001.429.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$0.00	$0.00	$0.00	$0.00		
001.429.0520.5344.0000.0000	POSTAGE	$26.62	$100.00	$1.32	$100.00	$40.00		
001.429.0520.5389.0000.0000	INTERDEPARTMENTAL SER	$6,184.50	$4,300.00	$924.00	$4,300.00	$4,300.00		
001.429.0520.5711.0000.0000	MILEAGE REIMBURSEMEN	$26.40	$0.00	$0.00	$0.00	$0.00		
001.429.0520.5731.0000.0000	PROFESSIONAL DUES & SL	$568.00	$600.00	$150.00	$600.00	$600.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$194,453.79	$234,764.00	$71,409.25	$258,134.00	$253,542.00		

Budget 429 Public Grounds-No Detail

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.429.0540.5420.0000.0000	OFFICE SUPPLIES	$327.44	$500.00	$210.99	$500.00	$500.00		
001.429.0540.5423.0000.0000	SPECIAL AGENCY SUPPL	$10,024.20	$10,700.00	$5,299.65	$18,200.00	$13,000.00		
001.429.0540.5430.0000.0000	BUILDING SUPPLIES	$9,288.63	$10,000.00	$2,338.82	$10,000.00	$9,500.00		
001.429.0540.5431.0000.0000	EQUIPMENT PARTS	$24,169.18	$24,000.00	$14,839.81	$25,000.00	$25,000.00		
001.429.0540.5451.0000.0000	CLEANING SUPPLIES	$5,769.76	$5,000.00	$2,791.73	$6,000.00	$5,000.00		
001.429.0540.5462.0000.0000	LANDSCAPING SUPPLIES	$15,928.61	$11,000.00	$2,058.19	$11,000.00	$10,000.00		
001.429.0540.5480.0000.0000	VEHICLE SUPPLIES	$0.00	$2,500.00	$444.60	$2,500.00	$2,500.00		
001.429.0540.5481.0000.0000	FUELS & LUBRICANTS	$24,566.04	$35,000.00	$13,068.94	$35,925.00	$35,000.00		
001.429.0540.5484.0000.0000	TOOLS & EXPENDABLES	$0.00	$2,500.00	$225.00	$2,500.00	$0.00		
001.429.0540.5581.0000.0000	CLOTHING	$4,500.00	$5,500.00	$4,050.00	$4,050.00	$4,050.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$94,573.86	$106,700.00	$45,327.73	$115,675.00	$104,550.00		
001.429.0580.5851.0000.0000	EQUIPMENT	$22,574.28	$1,700.00	$839.51	$21,500.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$22,574.28	$1,700.00	$839.51	$21,500.00	$0.00		
Grand Total:		$804,417.89	$825,143.00	$316,533.07	$879,348.00	$835,381.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: SNOW AND ICE REMOVAL

MISSION STATEMENT:

1. To ensure that police, fire and medical emergency equipment can move safely on Town streets.
2. To open main and secondary roads for use by the public
3. To open residential streets (first priority given to publicly owned streets).
4. To clear sidewalks used to walk to schools.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Implement the new Snow and Ice fighting strategy – "Fight the storm from the ground up"
- Successfully implement the saturated salt pre-treatment process.
- Stay within the allocated budget for Snow and Ice Removal in the winter of 2010-11.
- Reduce the cost of contractors by using crews from all DPW departments and the improved Town fleet.
- Maintain the priority focus on public streets.

MAJOR BUDGET COMPONENTS

• Contracted snow plows and sanders	41%
• Sand and salt	33%
• Overtime	11%
• Maintenance	8%
• Equipment replacements	7%

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FY 12 RISKS AND CHALLENGES

- Weather
- Salt availability

DEPARTMENTAL ACCOMPLISHMENTS

- Winter of 2009-10: beat the budget.
- Set up new brine mixing system for preparing pre-treatment mixture
- Set-up two trucks with saddle tanks to pre-treat dry salt spreaders
- Set-up new brine tank truck to pre-treat roads
- Equipped Water and Transfer Station vehicles with plow equipment
- Reconfigured Plow Routes to incorporate expanded fleet.

Budget 423 Snow&Ice Removal

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.423.0510.5120.0000.0000	OVERTIME	$41,261.62	$58,001.00	$0.00	$58,002.00	$58,001.00		
SCHEDULE: PERSONAL SERVICES - 0510		$41,261.62	$58,001.00	$0.00	$58,002.00	$58,001.00		
001.423.0520.5271.0000.0000	EQUIPMENT RENTALS	$150,398.00	$200,000.00	$0.00	$200,000.00	$200,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$150,398.00	$200,000.00	$0.00	$200,000.00	$200,000.00		
001.423.0540.5431.0000.0000	EQUIPMENT PARTS	$25,861.13	$27,000.00	$1,108.77	$27,000.00	$27,000.00		
001.423.0540.5433.0000.0000	ROADWAY MAINTENANCE	$170,842.80	$159,475.00	$10,181.19	$159,475.00	$159,475.00		
001.423.0540.5480.0000.0000	VEHICLE SUPPLIES	$0.00	$5,000.00	$0.00	$5,000.00	$5,000.00		
001.423.0540.5484.0000.0000	TOOLS & EXPENDABLES	$0.00	$5,000.00	$961.80	$5,000.00	$5,000.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$196,703.93	$196,475.00	$12,251.76	$196,475.00	$196,475.00		
001.423.0580.5851.0000.0000	EQUIPMENT	$16,754.44	$32,000.00	$29,852.00	$32,000.00	$32,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$16,754.44	$32,000.00	$29,852.00	$32,000.00	$32,000.00		
Grand Total:		$405,117.99	$486,476.00	$42,103.76	$486,477.00	$486,476.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: STREETLIGHTS AND BEACONS

MISSION STATEMENT:

Provide adequate street lighting for town streets, roads, intersections, crosswalks, and neighborhoods at an affordable cost within a limited budget.

FY 2012 DEPARTMENT GOALS AND OBJECTIVES:

Complete an audit of all streetlights currently being charged to the Town by National Grid (Jul '11).

MAJOR BUDGET COMPONENTS

This line item covers the cost of electricity for the Town's streetlights. The budget proposal is based upon based on historical costs and a recent price increase. All lights are owned by National Grid. the Town pays for electricity through a rental arrangement.

FY 12 RISKS AND CHALLENGES

In the past Towns have responded to economic challenges by turning off streetlights. This generally causes havoc. The focus for Scituate will on (a) strict oversight of the power company to be sure that we are being charged properly, (b) on a conservation program to ensure that energy-efficient lighting of the proper lumens are in place, and (c) an audit of streetlight placement to be sure that best management practices are being used to locate the streetlights most effectively.

Budget 424 Street Lights/Beacons Summ

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.424.0520.5211.0000.0000	ELECTRICITY	$199,584.92	$193,000.00	$81,604.55	$209,000.00	$209,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$199,584.92	$193,000.00	$81,604.55	$209,000.00	$209,000.00		
Grand Total:		$199,584.92	$193,000.00	$81,604.55	$209,000.00	$209,000.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: Health**

MISSION STATEMENT:

To provide prevention services and to promote and protect the public and environmental health for the Town of Scituate.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

Enhance compliance with State and local public and environmental health regulations with use of technology.

1. Maximize use of permitting software.
2. Update and track lists of shared and innovative systems.

Improve professionalism and Customer Service

1. Review telephone protocols with staff.
2. Increase use of e-mail and expansion of website for communication.
3. Solicit input from the public on how to better serve the community.

Reinstitute compliance checks in stores selling tobacco.

1. Convene interested Board of Health reps from various regional towns.
2. Look at expenses, fees and revolving accounts as a way to sustain the program at no cost to towns.
3. Set protocol; create Town Meeting Article for revolving account.
4. Hire staff and implement if Article passes.

Keep town focused on other sewage disposal options for those homes not on sewage systems.

1. Convene regular meetings with Town Administrator, Department of Public Works, Board of Health rep to keep current on need and progress.
2. Assist reviewing any RFP scope.
3. Assist consultant with Director's knowledge base.
4. Review any consultant's reports.

Update, maintain and work toward making Emergency Preparedness more inclusive and more cohesive.

1. Work toward an official LEPC with community involvement (on-going).
2. Maintain lines of communication with Fire, Police, Schools, MRC and CERT personnel (on-going).
3. Plan and schedule a local drill (fall).
4. Get training as necessary (when available).
5. Complete spending plans, reports and deliverables in a timely manner (on-going).
6. Work with schools whenever possible to assist with their preparedness programs.

MAJOR BUDGET COMPONENTS:

SALARIES: This is over 80% of our budget and the staff is essential to the mission of the department.
TECHNICAL SERVICES: This funding provides services to meet legal mandates.
MILEAGE: This funds staff travel to complete the mission.
REPAIRS AND MAINTENANCE: Ensures safe travel to accomplish mission.
CONFERENCES AND MEETINGS: Allows staff to be aware of new technology to benefit consumers and department. Keeps staff up to date on new and challenging regulations and unfunded mandates, thereby protecting the town's liability and helps maintain staff professional credentials.
MEDICAL SUPPLIES: These are essential for the nurse's work with the community.
OFFICE SUPPLIES: Supplies such as printer cartridges, stationary and forms are essential to mandated notification required by regulations.
POSTAGE: Regulations require mandatory notification by mail.
LEGAL: Passing of new or revised regulations requires legal notice.
DUES AND SUBSCRIPTIONS: Both MHOA and NACCHO provide incredibly valuable information and training.
SPECIAL AGENCY FUNDS: For unexpected special needs.
BINDING AND PRINTING: As needed for new information and regulations.
OFFICE EQUIPMENT: We keep receiving more material to file and have not purchased any file cabinets in a few years.
OFFICE MACHINE MAINTENANCE: This money is set aside for troubleshooting our computers.

BUDGET COMPONENTS:

The Board of Health is mainly a regulatory agency ensuring compliance with the Massachusetts Department of Public Health and the Massachusetts Department of Environmental Protection regulations as well as locally passed regulations. Such regulations include but are not limited to: retail food, food service, housing and hoarding, lead paint poisoning prevention, hazardous waste and materials, air, water and noise pollution, beaches, pools, body art, solid waste, water supply, health screenings, communicable disease, food borne illness outbreaks, sewage disposal, vaccine administration, subdivision approvals, review of building permits, plan review and approvals, inspections, permitting and enforcement and emergency preparedness.

By statute, the Director of Public Health has the full authority of the Board of Health in their absence. The Director recommends personnel, regulations, policies, enforcement strategies, inspection schedules, permits, does plan reviews and approvals, budgets as well as doing inspectional work and emergency preparedness.

Personnel consists of a full-time Director, a full-time Secretary, a part-time Nurse at 8 hours per week, a food inspector paid on a per inspection basis which is covered by a revolving account. The exceptions are town owned properties and non-profit agencies such as six schools, Widow's Walk and the food pantry. There are three perc witnesses; all who are certified soil evaluators and are paid from a revolving account whose cost is paid by the applicant/owner.

DEPARTMENTAL ACCOMPLISHMENTS:

1. Discussion with Director of Community Sanitation Program at the Massachusetts Department of Public Health resulted in a free Sharps Collection container that was received and stationed at the front door of the Fire Station on First Parish Road in April. It is being well used.
2. The Board of Health was able to finally gain access to another hoarding situation and developed a rapport with the owner. A major clean up was accomplished by the owner in October and most of the threat removed. The owner has agreed to regular monthly meetings with the Board of Health staff to prevent reoccurrence.
3. Worked with five vendors for the Farmer's Market in No. Scituate.
4. Worked with Towns of Cohasset, Norwell, Hanover, Hingham and Hull as a sub-region of the Public Health Emergency Preparedness Region 4B to hold a joint flu clinic at the Hanover Mall on November 9, 2010 using the Incident Command System. The Director served as the Incident Commander and 208 people were successfully vaccinated.
5. Worked with Inn on the Harbor to successfully open their bar with limited food service this summer.
6. Worked with applicants to successfully open Sam's on the Harbor, Hammerhead's Mobile Food and The Roman Table.
7. Attended the Humarock civic community question and answer session in the summer.
8. Inspected the K of C Carnival and Heritage Days.
9. Dealt with unlicensed swimming pool open to the public.
10. Closed Peggotty Beach for five days due to high bacteria count.

For the last several years the Town has received emergency preparedness grants through Public Health Region 4B which are administered by the Board of Health for support, supplies and training. We have been fortunate to receive funding from MDPH to pay for our initial beach water testing and requiring us to only pay for the re-tests for the last several years. This funding originates federally, is granted year-to-year so we are never sure if we will receive it until sometime in May. This funding is not likely to continue indefinitely.

DESCRIPTION OF REVENUE	YTD				
	FY/09	FY/10	FY/11	FY/12	Comments
Perc Applications	$46,475.00	$30,375.00	$17,845.00	$25,000.00	All FY12 is an estimated amount of monies
Disposal Works Installers Permits	$ 5,995.00	$ 7,625.00	$ 6,550.00	$ 7,625.00	
Pump & Haul Septage	$ 1,300.00	$ 1,250.00	$ 1,400.00	$ 1,250.00	
Rubbish Removal	$ 800.00	$ 600.00	$ 1,400.00	$ 600.00	
Misc. Other	$ 2,517.00	$ 2,335.00	$ 1,500.00	$ 2,000.00	
Swimming Pool	$ 1,175.00	$ 725.00	$ 675.00	$ 700.00	
Revolving Food Permits, Reinspections and Temporary Food Permits	$ 1,090.00	$15,076.00	$16,913.00	$15,000.00	
Flu Vaccine Reimb.	$11,252.48	$ 7,326.44	$ 6,363.81	$ 2,550.00	
Sewage Permits	$24,400.00	$21,295.00	$18,750.00	$16,000.00	
Preparedness Grant	$ 6,690.12	$ 6,408.00	$ 5,617.59	$ 5,018.00	
Public Health Emergency Funds	- 0 -	$16,889.00	- 0 -	- 0 -	For supplies and training related to Emergency Preparedness For supplies and activities related to H1N1

Budget 510 Board of Health

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.510.0510.5110.0000.0000	REGULAR SALARIES	$112,981.50	$113,720.00	$49,456.91	$116,838.00	$116,838.00		
001.510.0510.5120.0000.0000	OVERTIME	$331.00	$250.00	$60.28	$500.00	$0.00		
001.510.0510.5130.0000.0000	LONGEVITY	$2,050.00	$2,100.00	$850.00	$2,150.00	$2,150.00		
001.510.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$500.00	$0.00	$500.00	$500.00		
001.510.0510.5180.0000.0000	PART-TIME SALARIES	$12,841.17	$31,085.00	$5,847.85	$13,505.00	$13,505.00		
001.510.0510.5191.0000.0000	OTHER SALARIES	$1,172.34	$1,137.00	$479.76	$1,168.00	$1,168.00		
SCHEDULE: PERSONAL SERVICES - 0510		$129,376.01	$148,792.00	$56,694.80	$134,661.00	$134,161.00		
001.510.0520.5199.0000.0000	PUBLIC SERVICE CONT	$0.00	$400.00	$0.00	$400.00	$0.00		
001.510.0520.5241.0000.0000	OFFICE MACHINE MAIN	$0.00	$250.00	$0.00	$250.00	$0.00		
001.510.0520.5245.0000.0000	REPAIRS & MAINTENAN	$753.31	$1,000.00	$356.47	$1,000.00	$0.00		
001.510.0520.5308.0000.0000	TRAINING	$148.00	$0.00	$0.00	$0.00	$0.00		
001.510.0520.5309.0000.0000	TECHNICAL SERVICES	$3,023.90	$3,110.00	$306.70	$3,110.00	$3,110.00		
001.510.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$750.00	$0.00	$750.00	$500.00		
001.510.0520.5343.0000.0000	BINDING & PRINTING	$0.00	$400.00	$0.00	$400.00	$400.00		
001.510.0520.5344.0000.0000	POSTAGE	$372.20	$425.00	$131.86	$425.00	$375.00		
001.510.0520.5346.0000.0000	LEGAL ADVERTISING	$98.40	$200.00	$97.68	$200.00	$200.00		
001.510.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$204.50	$1,700.00	$281.20	$1,000.00	$1,500.00		
001.510.0520.5731.0000.0000	PROFESSIONAL DUES & SL	$0.00	$300.00	$0.00	$300.00	$230.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$4,600.31	$8,535.00	$1,173.91	$7,835.00	$6,315.00		
001.510.0540.5420.0000.0000	OFFICE SUPPLIES	$1,035.57	$1,000.00	$0.00	$1,000.00	$1,000.00		
001.510.0540.5423.0000.0000	SPECIAL AGENCY SUPP	$191.76	$500.00	$135.76	$500.00	$0.00		
001.510.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$0.00	$0.00	$0.00	$0.00		

Budget 510 Board of Health

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.510.0540.5481.0000.0000	FUELS & LUBRICANTS	$462.71	$1,000.00	$158.08	$1,000.00	$0.00		
001.510.0540.5500.0000.0000	MEDICAL SUPPLIES	$355.03	$500.00	$301.30	$500.00	$500.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$2,045.07	$3,000.00	$595.14	$3,000.00	$1,500.00		
001.510.0580.5853.0000.0000	OFFICE EQUIPMENT	$0.00	$360.00	$0.00	$360.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$360.00	$0.00	$360.00	$0.00		
Grand Total:		$136,021.39	$160,687.00	$58,463.85	$145,856.00	$141,976.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: SCITUATE COUNCIL ON AGING

MISSION STATEMENT

The purpose of the Scituate Council on Aging is to identify needs, and implement programs that will enhance the quality of life and independence of the Seniors of Scituate, and to educate the community to the needs of the Seniors

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1. Expand the ability of the Council on Aging in raising funds that will enhance and sustain needed programs and services.

- Plan a minimum of (4) fundraisers during fiscal 2012
- A) Swing into spring to be held at the GAR Hall in March of 2011. This will be an n Irish Concert, and deserts and drinks will be served. (Ongoing)
- August 2011. We will be hosting a cook-off for pies and main dishes Cash prizes will be awarded to the 1st, 2nd and 3rd place winners. (Ongoing)
- October 2011. Senior Art Show will be held. A Bake Sale as well as a silent auction will be held. Artist will be donating a agreed upon percentage of every item sold to the Senior Center (.complete July 2011)
- February 2012. The Cookbook for the Scituate Council on Aging will be available and Joanne Papandreas and her students will do the illustrations. (Commence January, 2011)

GOAL 2. To expand and improve on our use of the Town Web Site, as well as the use of cable

- Have monthly meetings with staff to examine services and other offerings here at the Center. Highlight monthly those events or programs that should be featured. (Begin January 2011)
- Film special events held at the Center on a regular basis, such as the lunches, workshops and lectures that are taking place at the Council on Aging. Once a month, film a short segment with current helpful information on resources available for seniors, changes in Medicare and Prescription Advantages. (Ongoing)

GOAL 3. To continue to improve the Transportation Program and expand services to meet the demonstrated need of the Town.

- Continue with our attempt to increase transportation services to Scituate disabled under the age of 60. (Ongoing)
- Work with the Scituate Commission on disabilities and GATRA to achieve that goal (ongoing)
- Successfully pursue an award of a 14 passenger van available through Department of Transportation

GOAL 4. Improve the ability of our Outreach Program to meet the growing needs of Scituate Seniors

- Design and implement programs that work more effectively with other Social Service Agencies (July 2011)
- Do a long-term study with those seniors whose issues require protective services> (July 2011).

MAJOR BUDGET COMPONENTS

The Scituate Council on Aging's responsibility is to provide services to Scituate residents who have reached the age of sixty. The focus of these services is as follows:

TRANSPORTATION: While it is difficult to decide which service offered depicts the most demonstrated need for the population we serve? If we look at them in terms of numbers served we would have to identify Transportation services as the service that generate the greatest numbers of seniors served.

Seniors served this past fiscal year were 5,986

Because seniors are living longer, many well into their 90's, and they no longer are able to drive to shopping, medical appointments, to events and programs. The need for these services continues to grow at an alarming rate. Many of the seniors are disabled, and require special accommodations in order for us to assure they will travel safely. All our vans are equipped for handicapped passengers. And all of our drivers have has special training on handicap access. A requirement of disability is a requirement for a senior to participate in the LINK program. This program is run by a vendor and takes seniors to medical appointments out of our service area and into Boston. All other vans have passengers that are ambulatory and some who are disabled. We have 1 van that operates one day per week for medical appointments from Plymouth to Braintree. Currently we have 5) van drivers 3 paid from the town and 1 volunteer and another paid by a grant. Transportation also has 11 volunteer drivers who take seniors to medical appointments in their own vehicle. We also drive seniors to various functions offered within the town of Scituate. We estimate the cost of this program at $93,514.00

OUTREACH TO SENIORS: Is an important part of the services offered at the Council on Aging. A myriad of services are offered to seniors and others through this program. The main goal of Outreach is to provide advocacy and determine resources that can help with the problem, whether it be a personal, family, or a financial issue. Some of these services entail an evaluation of a seniors need. This is generally done at the Center; however, when it is necessary a home visit is provided. When an elder is reported "at risk" we will go to the home to assess and evaluate the situation. If necessary, we will file a Protective Order in order to access services immediately. All of the information we gather is protected by the HIPPA law and unless informed otherwise the senior has to give their permission for services. When called for: mental health evaluations are done and referrals will be made for treatment if necessary. We counsel seniors on Health Insurance, access legal advice through Our "Ask A Lawyer Program. In the case of a senior in need of emergency funding we have some funds that can help short term. Fuel Assistance Applications are processed for seniors and Scituate families from November 1st through April. This past fiscal year we assisted 1,715 seniors and families with one of the Outreach services, this is an unduplicated number, many of our seniors receive several services during a fiscal year. The Estimated Cost for this program is: $91,415.00 cost of this program:

PROGRAMMING :Programs play an important role in the Socialization of a senior. Many of our programs are also geared to promoting health and welfare for the senior. Exercise helps to improve breathing, the respiratory system and helps to prevent falls for seniors. We are currently offering the following programs for Scituate Seniors: Computer Classes, Art Class, Chorus, Knitting, Bridge, Yoga, Tai-Chi, Arthritis Exercise, Cardio, Zumba, Blood Pressure Clinic, Memoir Writing, Men's Breakfast, Workshops on Finance, Legal issues, Chronic Pain Management, Wellness and Nutrition, Day Trips and Overnight Trips, Lunches and Special Events. In fiscal 2010 there were 4,379 participants for these and other programs Estimated Cost for Programs is $83,440.00

FY 12 RISKS AND CHALLENGES

RISK AND CHALLENGES: The Scituate Council on Aging provides multiple services to Scituate Seniors and the community as a whole. It is often difficult to clearly define those services. While socialization and programs will always remain an important part of every senior center, the demonstrated needs of seniors made it necessary for us to morph into other areas of services.

Many services and resources are provided to seniors through Outreach .Throughout this past year the demand for these services has increased significantly, especially in those areas that address the financial downturn of the times. Applications for fuel assistance, health care and SNAP (food stamps) are on the rise. This is a process that your average senior needs help to complete. Thus it is time consuming for a staff that is available 15 and 25 hours a week for a total of 40 hours a week, and is already stretched to capacity. In order to gain some insight on how to alleviate this problem new software is being used to assess the length of time given to each applicant in order to determine if there is a suitable way to stream line this process. We anticipate that this need will continue to grow.

TRANSPORTATION: The Scituate Council on Aging is currently working with the Scituate Commission on Disability and we are hoping to find a solution to a need that has gone unmet for many years; Scituate's disabled who are less than 60 years of age. are having a difficult time accessing transportation to medical appointments, shopping etc.

The Department has pursued the possibility of getting the RIDE for Scituate, and after several applications with the MBTA, was told that because of the MBTA'S financial condition the RIDE will not be expanded. We are currently involved in trying to obtain services that will better serve this population.

COA BUILDING/PARKING: We continue to struggle with the size and layout of the building. Although it was built in 1834, and has been used for many purposes it does not meet the need of the Scituate Seniors. programs offered are restricted, and so are events such as parties, and workshops. For instance our Christmas party on December 21at already has a waiting list. The heating system is inadequate and the quality of the air is suspect especially during a protracted period of rain. Parking is non-existent as we only have 14 parking spaces. In spite of the impediments we continue to strive to provide a level of services that meets the needs of Scituate Seniors.

DEPARTMENTAL ACCOMPLISHMENTS

We are very pleased with the accomplishments made during this past fiscal year.

1. Formula Grant from Massachusetts Elder Services secured for $25,178.00.
2. The monies appropriated were used to:
    - Help to pay for postage for out newsletter, which is sent out to 2,400 seniors.
    - Pay for the cost of a driver for our Medical Connection Program which provides rides to medical appointments for non-disabled seniors who are 60 and above. The van operates between Weymouth, Plymouth and goes as far as Braintree.
    - Paid for an Outreach Assistant who works 15 hours per week and supplements out other Outreach worker who is working 25 hours per week.
    - Assists with the cost of the Instructor for our Arthritis Exercise (2) days per week. This instructor is PT trained and works for Norwell VNA. We also subsidize this program with voluntary donations of $2.00 from those seniors who attend the class.
    - Pays the dues for our membership to the Massachusetts Council on Aging. This affiliation is extremely important for the seniors of Scituate.
    - Funds workshops for seniors and conferences and educational opportunities for staff.
    - Annual Luncheon for our volunteers at the Senior Center. The total amount allowed for this is $1,500.00

We have also purchased equipment using grant lag monies from the past fiscal year. This equipment helped us to enhance our ability to capture and store records and data.

Purchased Items:

- New Computer for Agency's Administrative Assistant.
- Software system that can be adapted for multiple use and captures an accurate record of those seniors served and the services that they received. We are adjusting this program to allow us to evaluate time spent on each task. This software has multiple applications that can help us determine more effective ways of offering services.

We were fortunate that the cost of this software was $2,500 (which we paid for at no expense to the town), and the rest of the cost was paid for by a grant.

We were also fortunate to have another van donated to the Council on Aging. Which gives us (2) donated vans. We continue to add new programs to our roster and have added more volunteers to help with Programming.

DESCRIPTION OF REVENUE	YTD				
	FY/09	FY/10	FY/11	FY/12	Comments
FY 07 Grant (lag monies)	$12,597.00	$10,413.13	$7,000.00	$6,500	These monies will be zeroed out if the Scituate COA is successful in their application for a 14 passenger van.
Formula Grant (award)	$23,380.00	$25,179.00	$25,179.00	$25,179.00	The Formula Grant is based on # of seniors in town census, We are currently counted only at 3,250 when our census reveals 4,589 The $ amt is decided by the legislature.
Fees, Donations and Gifts Medical Transportation	$3,004.00	$4,256.00	$ 3,520.12	$4,500.00	
Program Revolving	$11,398.00	$10,893.00	$17,840.57	$19,500.00	
Gift Accounts	$19,963.25	$18,397.49	$19,520.87	$21,000.00	
Project Safety Net			$895.00	$1,500.00	
					Voluntary Contributions for RIDES given
Gifts and donation received are earmarked for specific use					Project safety Net funds are raised to offset the cost of the Lo-Jack Program that helps to provide a safe mechanism for those who have cognitive disorders and may wander.

541 Council on Aging

SCHEDULE	ACCOUNT	DESCRIPTION	FY12 REQUEST	PRIORITY	NOTES
001	0510	Regular Salaries	$109,765	1	2 FTE Director, Transportation Coordinator
		Longevity	$1,400	1	Union Mandated
		Part Time Salaries	$79,645	1	4 PTE Outreach Coordinator,Office Assistant,
					2 Van Drivers
		Other Salaries	$1,321		ING Union Mandated
	Schedule Personal Services		$192,131		
	Staff is needed for delivery of services to seniors in Scituate				
001	0520	Electricity	$3,750	1	Lights,air conditioning
		Natural Gas	$3,400	1	Heat,hot water,cooking
		Water/Sewerage	$834	1	Necessary expense
		Repair/Maintain Prop	$3,000	2	Maintence of building
		Vehicle Services	$3,200	1	Repair vans
		Paratransit	$24,000	1	Med transportation for Scituate's elderly&disabled
					mandated
		Support Services	$4,000	2	IT, professional service,etc
		Conferences/Meetings	$0		
		Postage	$3,850	1	General mail,newsletter,survey
		Mileage Reimbursement	$1,700	1	Staff/vol drivers
		Total	$47,734		
001	0540	Office Supplies	$2,200	1	Copy paper, pens,pencils,ink,labels,card
					stock,folders
		Cleaning Supplies	$600	1	Toilet paper,paper towels, disinfectant,cleaners
		Fuels &Lubricants	$7,600	2	Gas& oil for vans
		Total	$10,400		
001	0580	Equipment	$0		
		TOTAL	$250,265.00		Includes Paratransit @$24,000 mandated by Town Mtg

Budget 541 Council on Aging

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.541.0510.5110.0000.0000	REGULAR SALARIES	$105,248.19	$106,922.00	$46,498.05	$109,765.00	$109,765.00		
001.541.0510.5130.0000.0000	LONGEVITY	$550.00	$1,400.00	$550.00	$1,400.00	$1,400.00		
001.541.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.541.0510.5180.0000.0000	PART-TIME SALARIES	$64,373.34	$79,351.00	$28,317.89	$79,645.00	$79,065.00		
001.541.0510.5191.0000.0000	OTHER SALARIES	$355.30	$1,321.00	$154.66	$1,321.00	$1,321.00		
SCHEDULE: PERSONAL SERVICES - 0510		$170,526.83	$188,994.00	$75,520.60	$192,131.00	$191,551.00		
001.541.0520.5211.0000.0000	ELECTRICITY	$2,724.84	$3,750.00	$1,157.23	$3,750.00	$3,000.00		
001.541.0520.5213.0000.0000	NATURAL GAS	$2,897.04	$3,400.00	$271.99	$3,400.00	$3,400.00		
001.541.0520.5231.0000.0000	WATER/SEWER	$0.00	$1,494.00	$86.23	$834.00	$834.00		
001.541.0520.5242.0000.0000	REPAIR/MAINT PROP/	$2,727.82	$3,000.00	$2,062.34	$3,000.00	$3,000.00		
001.541.0520.5245.0000.0000	VEHICLE SERVICES	$2,171.01	$3,200.00	$211.00	$3,200.00	$2,500.00		
001.541.0520.5274.0000.0000	PARATRANSIT RIDE	$0.00	$24,000.00	$4,336.50	$24,000.00	$24,000.00		
001.541.0520.5311.0000.0000	SUPPORT SERVICES	$2,205.16	$4,000.00	$576.95	$4,000.00	$2,600.00		
001.541.0520.5321.0000.0000	CONFERENCES/MEETINGS	$100.00	$0.00	$0.00	$0.00	$0.00		
001.541.0520.5344.0000.0000	POSTAGE	$3,149.18	$3,850.00	$331.03	$3,850.00	$3,850.00		
001.541.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$585.10	$1,700.00	$114.40	$1,700.00	$1,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$16,560.15	$48,394.00	$9,147.67	$47,734.00	$44,184.00		
001.541.0540.5420.0000.0000	OFFICE SUPPLIES	$2,023.30	$2,200.00	$668.66	$2,200.00	$2,000.00		
001.541.0540.5451.0000.0000	CLEANING SUPPLIES	$1,233.80	$600.00	$29.84	$600.00	$600.00		
001.541.0540.5481.0000.0000	FUELS & LUBRICANTS	$5,810.13	$7,600.00	$1,826.68	$7,600.00	$7,600.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$9,067.23	$10,400.00	$2,525.18	$10,400.00	$10,200.00		

Budget 541 Council on Aging

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.541.0580.5853.0000.0000	EQUIPMENT	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$0.00	$0.00	$0.00	$0.00		
Grand Total:		$196,154.21	$247,788.00	$87,193.45	$250,265.00	$245,935.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: VETERANS**

MISSION STATEMENT:

The Veterans Services Department provides financial and medical assistance to needy veterans and their families. With respect and concern for the individuals involved the department assistance veterans and their survivors in obtaining benefits in accordance with state and federal regulations.

FY 2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Work with local veterans organizations to provide information and to insure all veterans and their families receive those benefits to which they may be entitled.

MAJOR BUDGET COMPONENTS

The Veterans Budget pays for the services of our Veterans Agent, who works 16 hours per week.

The expense budget is primarily for veterans' assistance. It is used to provide monetary assistance to veterans in order to meet qualifying needs for food, clothing, shelter and other essential items.

Funds may also be used for assisting veterans with a fuel allowance when heat is not included in their rent.

FY 12 RISKS AND CHALLENGES

As the economy continues to strain, more requests for benefits have come forth and meet eligibility requirements.

DEPARTMENTAL ACCOMPLISHMENTS

DESCRIPTION OF REVENUE	FY/09	FY/10	FY/11 YTD	FY/12	Comments

75% of expenditures are reimbursed by the Commonwealth.

Budget 543 Veterans' Benefits

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.543.0510.5180.0000.0000	PART-TIME SALARIES	$16,907.18	$16,672.00	$7,248.34	$17,006.00	$22,006.00		
SCHEDULE: PERSONAL SERVICES - 0510		$16,907.18	$16,672.00	$7,248.34	$17,006.00	$22,006.00		
001.543.0520.5241.0000.0000	OFFICE MACHINE MAINT	$0.00	$300.00	$0.00	$300.00	$0.00		
001.543.0520.5308.0000.0000	TRAINING	$555.58	$800.00	$0.00	$800.00	$600.00		
001.543.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$0.00	$0.00	$0.00	$0.00		
001.543.0520.5344.0000.0000	POSTAGE	$2.64	$75.00	$1.05	$75.00	$75.00		
001.543.0520.5385.0000.0000	CARE OF VETERANS GRAV	$300.00	$1,000.00	$709.55	$1,000.00	$800.00		
001.543.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$0.00	$200.00	$0.00	$0.00	$0.00		
001.543.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$30.00	$100.00	$65.00	$100.00	$100.00		
001.543.0520.5781.0000.0000	SUBSIST/INC SUPPORT	$12,956.50	$16,500.00	$8,880.00	$50,000.00	$50,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$13,844.72	$18,975.00	$9,655.60	$52,275.00	$51,575.00		
001.543.0540.5420.0000.0000	OFFICE SUPPLIES	$2.02	$300.00	$153.23	$300.00	$200.00		
001.543.0540.5423.0000.0000	SPECIAL AGENCY SUPPLI	$450.00	$1,000.00	$800.00	$1,000.00	$1,000.00		
001.543.0540.5462.0000.0000	LANDSCAPING SUPPLIES	$0.00	$250.00	$0.00	$250.00	$200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$452.02	$1,550.00	$953.23	$1,550.00	$1,400.00		
Grand Total:		$31,203.92	$37,197.00	$17,857.17	$70,831.00	$74,981.00		

End of Report

Budget 549 Commission on Disablities

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.549.0510.5180.0000.0000	PART-TIME SALARIES	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: PERSONAL SERVICES - 0510		$0.00	$0.00	$0.00	$0.00	$0.00		
001.549.0520.5245.0000.0000	VEHICLE SERVICE	$2,791.15	$2,575.00	$0.00	$2,575.00	$2,575.00		
001.549.0520.5308.0000.0000	TRAINING	$0.00	$250.00	$0.00	$250.00	$250.00		
001.549.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$2,791.15	$2,825.00	$0.00	$2,825.00	$2,825.00		
001.549.0540.5420.0000.0000	OFFICE SUPPLIES	$0.00	$250.00	$0.00	$250.00	$250.00		
001.549.0540.5481.0000.0000	FUELS & LUBRIC	$0.00	$2,000.00	$0.00	$2,000.00	$2,000.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$0.00	$2,250.00	$0.00	$2,250.00	$2,250.00		
Grand Total:		$2,791.15	$5,075.00	$0.00	$5,075.00	$5,075.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: LIBRARY**

MISSION STATEMENT

The Scituate Town Library is committed to three principals:

1. We strive to support the evolving cultural and educational needs of the people of Scituate by offering a broad range of professionally developed and easily accessible collections, innovative programs and services, and a repository of information on the heritage of our town.

2. We acquire and maintain books and other materials in a variety of media while offering technological resources, all to support life-long learning, enrichment and enjoyment.

3. We endeavor to provide and maintain this vital resource, now, and in the future, as a modern, safe, and welcoming community center for individuals of all ages and abilities.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Manage a building renovation based on the Library Building Program completed in September 2010 and following the Library Long Range Plan for 2011-2015, that includes repairs to the current building, a small addition, and incorporates the unfinished area in the lower level.

- Manage the Public Library Construction Grant as it develops. 10 awards will be announced in July 2011. If the library receives an award, town funding must be approved at a Town Meeting by Jan. 2012.
- Keep the Town Administrator, The Selectmen, the Public Building Commission, The Planning Board, the Building Department, the Engineering Department, and the community-at-large informed and involved (on-going).
- Assist the Trustees, the Scituate Library Foundation and the Friends of the Library as needed in their efforts to raise private funds for the project, especially for those items not eligible for grant funding (furnishings, etc.)
- Continue to make necessary improvements even if grant funding is not available or delayed, including reallocation of space for collections and meetings (by 6/30/12)
- Update the Capital Plan and introduce additional projects as needed. (11/11)

Encourage more people to use the Library and its services.

- Use the website and social media to promote new acquisitions (6/30/12)
- Use email blasts and social media to alert users to changes and updates on the library website (6/12)
- Provide additional instruction to encourage use of the on-line databases, downloadable audio books and downloadable e-books (6/30/12)

Determine the optimum hours of service.

- Purchase and install a "People Counter" to achieve a more accurate picture of library use, by day, by hour, by month, etc.(7/11)
- Utilizing the custom reports feature offered by the Old Colony Library Network, determine circulation trends by day, by hour, by month, etc. (6/12)
- Using staff observations, reference logs, meeting room attendance records, further refine use patterns. (7/11)
- Survey the public to determine preference in library hours (4/12)
- Create a report that incorporates data from the people counter, circulation statistics, survey and observations 6/12)

Continue to Develop Library Collections.

- Update collection development policies (2 collections completed by 6/12)
- Update Preservation Plan for the Local History Collection as a prerequisite for grant funding (8/11)
- Weed and update non-fiction collections (develop comprehensive plan and begin implementation by 1/12)

MAJOR BUDGET COMPONENTS

Staffing: $703,937

Direct service to the public:

Circulation of materials including check-in/check-out

Management of holds (coming in for Scituate users/going out to other libraries)

Reference, Mediated Inter-library Loan and Readers' Advisory Assistance for adults, teens and children

Community outreach, school visits to the library and staff visits to schools

Replies to phone and email inquiries

Shelving of returned materials

Public PC management and troubleshooting

Website management (including program announcements and calendar)

Programming conducted by staff

Selective displays including signs and book-lists

Management of Community bulletin boards pamphlet displays

Museum pass booking

Supervision of library users to insure equitable and safe use of resources

Support services:

Collection management and preparation including: Materials selection, ordering, receiving, payment, cataloging, processing, inputting each item into the OCLN database, weeding

Magazine management, including ordering and inputting each issue in the OCLN database, and claiming missing issues

Website updates and management, Troubleshooting PCs and peripherals and interface with the contracted IT service and OCLN.

Program planning

Overdue notification by email, calls, letters

Holds notification calls

Administrative Services:

Monthly Board of Trustee meetings, including preparation

Weekly Payroll and recording of staff time

Deposits of fines, gifts, payments for lost books, etc.

Staff Scheduling and time management

Staff training

Bookkeeping

Records Management for Trustees' Meetings and the annual State Aid and ARIS Reports for the MBLC (required for certification).

Old Colony Library Network required meetings for Director and Staff

Planning and Budgeting

Meetings, correspondence, and fundraising activities with Friends of the Library and the Scituate Library Foundation

Communication with individuals and groups from the community

Interaction with the Massachusetts Board of Library Commissioners

Grant writing and management

Acknowledgment of gifts

Materials, OCLN Membership, Supplies etc.: $ 199,818

Membership in the Old Colony Library Network

Special Agency Supplies (books, audio books, DVDs, CDs, etc.)

Magazine, Serials, and Database Subscriptions

IT contract, software updates, webmaster

Supplies for preparing books, magazines, DVDs, for circulation

Routine replacement of 20% of PCs per year (6 of 30 PCs)

Office supplies

Paper, toner for public PCs

Memberships in professional organizations for librarians

Mileage

Postage

Building Management: $49,710

Maintenance Contracts

Emergency repairs

Cleaning and restroom supplies

Carpet cleaning

Utilities

FY 12 RISKS AND CHALLENGES

Maintaining a high level of service with decreased funding and increased demand. State Aid to Public Libraries has been reduced by 30% since 2010. At $7,000 per year, this will be a total reduction of $21,000 by FY 2012. The Friends of the Library have also raised fewer dollars, so donations to the library have been reduced accordingly. In FY 2011, hours were reduced by opening one hour later and closing one hour earlier from Monday – Thursday. Currently the library is open 7 days a week for 59.5 hours. From May through September the library has been closed on Sunday, and currently is open the remaining 56 hours per week. To help counterbalance the effect of one vacant full-time position, the library utilizes approximately four part-time people at $10.00/hour. These part-time positions also help cover vacations, unexpected absences, and Sunday hours.

Library usage has increased dramatically. Even though the hours have been reduced, the library is still busier than ever before. Every single day is very busy, with the highest hourly circulation of materials on Sunday. The Board of Trustees is committed to maintaining weekend hours of service. A crowd greets the staff when the building opens, especially on Sunday and on the days the library opens at 10:00 AM. More users complain about the earlier closing times now that school assignments are in full swing. The earlier 8:00 PM closing time makes it more difficult for working adults to use the library, and especially difficult for adult students who work and attend classes.

Building Limitations. The library collection has already been heavily weeded to make room for the new Teen Area and collection, as well as the expanded collections of DVDs, audio books, and large print books. Teens, adult students, tutors, and WiFi users often compete for seating. The latest survey showed that many users would stay longer if there were enough seats. Because it is so difficult to transition large groups of small children from the lower level meeting room to the children's room, most toddler programs are held in the children's room, therefore, adding to the noise on the main floor. People who require space for quiet study often complain about the noise and hubbub in the library. Community groups compete with the library, and with the town, for precious meeting room space.

Security and Safety. With the increased use of the library (and the Internet PCs) there is an increased awareness of the need to keep staff, library users, the building, and the parking lot safe and secure. Consequently, a minimum of four employees are needed to staff the library on weekends and evenings. The parking lot is filled to capacity at least three times a week. New "No Parking" signs have been added so that emergency vehicles can access the building. The parking lot needs to be redesigned and reconstructed so that capacity can be increased by 20 to 25 spaces. Pedestrian walkways and lighting need to be improved.

DEPARTMENTAL ACCOMPLISHMENTS

- The Library Building Program, a prerequisite for the feasibility study and the Public Library Construction Grant was completed in September 2010.
- The new Long Range Plan, covering 2011-2015 and based on the 2010 surveys, was completed in November 2010.
- Circulation, number of programs, program attendance, and library visits are all higher than ever before, even with the reduction in hours. However, the increase in direct circulation has dropped from an average of 8% in 2010 to about 3% so far in 2011, probably due to the reduction in hours.
- Paper recycling program for staff and public established.
- New internet management software, Net Time, has been installed on all public Internet PCs.
- The library website was redesigned and the reference database section was updated to make it more user- friendly. Programs are being announced on the library Facebook Page
- In March, the library hosted the 2nd annual Volunteer Fair and consequently has increased use of library volunteers for programming, shelving books, assisting with class visits, book ordering procedures, reorganization of space, etc.
- Along with the 27 other members of OCLN cooperatively purchased the new Job and Career Accelerator on-line program, and continued to provide a growing shared collection of downloadable audio books and e-books.
- The South Shore Astronomical Society, The Scituate Arts Association, the Front Street Bookshop, Buttonwood Books and Toys, the Plymouth Career Center all provided free programs.
- The Scituate Arts Association scheduled 10-12 art exhibits in the library gallery.
- The Trustees collaborated with S.H.O.R.E for Polar Express fundraiser
- The Friends of the Library continued to support library programs, museum passes and books. The Scituate Library Foundation is continuing to raise funds to support the library building program.

DESCRIPTION OF REVENUE	YTD				
	FY/09	FY/10	FY/11	FY/12	Comments
State Aid	$ 21,712.00	$ 14,916.00	$ 7,654.00	($14,000?)	Books, DVDs, etc, unexpected expenses, and the upcoming building project
Friends of the Library	$ 28,042.00 ($15,000)	$19,246.0 ($15,000)	$ 8,492.00 ($15,000)		Books, DVDs,etc. Directly fund museum passes and programs.
Gifts	$ 11,973.00	$ 4,276.00	$ 713.00		Memorial donations for books, furnishings
Trust Funds	$ 714.00 $ 15,943.00	$ 395.00 $16,941.00			Interest Polar Express For Building Project
Scituate Library Foundation	$ 3,500.00	$ 3,700.00			Music Series, but now Raising funds for building project

Scituate Town Library
85 Branch Street
Scituate, MA 02066
November 30, 2010

Methodology for the Long Range Plan, 2011-2015

For the past year, the members of the Board of Trustees, the Director and the staff brainstormed about the new long range plan. The previous plan, 2006-2010, culminated in a Building Program that was completed in September 2010. The Massachusetts Board of Library Commissioners announced a new Public Library Construction Grant round with a deadline of October 4, 2010 for the letter of intent. Consequently the new plan flows from the old, with the Building Program and the Public Library Construction Grant as the primary focus.

The staff visited other libraries throughout 2009, shared their observations, and compiled a comprehensive list of building needs in May of 2010. The staff and Trustees utilized a survey to formulate the 2006-2010 Plan. Consequently, the Trustees and staff developed a new survey that was distributed at the April 2010 Town Meeting, and then on the website and in the library through June. Two smaller, Survey Monkey surveys, were used to target young users (up to age 18) and Scituate teachers.

Because the Trustees were so preoccupied with preparations for a feasibility study, completion of the Building Program, etc. the actual formulation of the Long Range Plan did not occur until the September, October and November meetings in 2010. Although the Trustees were satisfied with the Mission Statement, they did tweak it in response to the current planning process.

Please find enclosed a summary of the surveys, the Staff List of Needs, and the raw data from the surveys.

Respectfully submitted by Kathleen Meeker, Library Director

Scituate Town Library
Long Range Plan 2011-2015

Approved by the Board of Trustees November 15, 2010

Mission Statement:

The Scituate Town Library is committed to three principals:

We strive to support the evolving cultural and educational needs of the people of Scituate by offering a broad range of professionally developed and easily accessible collections, innovative programs and services, and a repository of information on the heritage of our town.

We acquire and maintain books and other materials in a variety of media while offering technological resources, all to support life-long learning, enrichment and enjoyment.

We endeavor to provide and maintain this vital resource, now, and in the future, as a modern, safe, and welcoming community center for individuals of all ages and abilities.

Long Range Plan 2011-2015:

Goal I. To provide professionally developed, updated, and easily accessible collections of fiction, non-fiction, periodicals, music, and film in a variety of formats, and across a range of ages and abilities that address the needs of the various audiences within the community.

Objectives/Action Items:

A. Develop a balanced collection, in a variety of formats, for the enrichment of patrons across a range of ages and abilities

1. Update collection development policies by genre, subject, format, and age to reflect the current interests of the community (to be completed 11/2012)
2. Maintain current topics and titles for various age groups and in various formats including fiction, non-fiction, periodicals, film and music. (on-going)
3. Further develop the collections of DVD's, including latest releases, so that collection size reflects usage patterns. (on-going)
4. Further develop the collection of audio books, including downloadable versions, so that collection size reflects usage patterns. (on-going)
5. Work with the newly established Massachusetts Library System and the Old Colony Library Network to maintain an adequate selection of on-line reference databases and other programs accessible to Scituate residents 24/7 through the library website,

www.scituatetownlibrary.org. Acquire and maintain local subscriptions to reference databases where warranted (on-going).

6. Keep apprised of new electronic formats and create local or shared collections to meet public demand (on-going)

B. Promote new materials and the variety of material offered through all available communication avenues including the website, social media, handouts, displays, traditional media, etc. Shelve all materials in a manner appropriate to the format, so that the material is attractively displayed and easily accessible.

1. Establish voluntary email notification for library users so newsletters can be regularly published and distributed in a cost effective manner (by 7/11)
2. Utilize the website and social media to promote new acquisitions (by 7/12)
3. Provide suitable shelving for the growing collections of DVDs and audio books to accommodate demand and provide easy accessibility (by 7/13)

C. Continue to support local history and genealogy.

1. Create a collection development policy for the local history collection. (by 2011)
2. Improve the historical room by installing UV filters on the lights. (UV filters to be installed by 2011.)
3. Update the Preservation Plan to qualify for grant funds (by 7/2011)
4. Obtain funding to hire a conservator to assess the collection and make prioritized recommendations for preservation (by 7/12)
5. Cooperate with other local history organizations to provide programming and training in the area of local history and genealogy. (on-going)
6. Train additional staff to promote and utilize the collection. (on-going)
7. Continue to improve the collection especially in the area of access to online databases, etc. (on-going)

Goal II. To provide support for literacy and life-long learning.

Objectives/Action Items:

A. Meet the needs of the public by offering a variety of programs for adults, teens, and children.

1. Provide programming and displays of interest for all age groups. (on-going)
2. Provide training at least for patrons on the use of the library on-line system, the specialized databases, the use of the Internet, various popular software programs, and downloadable audio books and e-books. (at least two times per year).

3. Work closely with the Friends of the Library, the Scituate Library Foundation to fund programs (on-going)
4. Collaborate with other town organizations such as the Scituate Arts Association, the Scituate Garden Club, the Senior Center, the School Department, the Historical Society, the Recreation Department, Sustainable Scituate, and with businesses such as the local bookstores to provide programs (at least 4 times per year).

B. Further develop the library's Customer Service focus.

1. Develop the website into a premier source of information and a delivery mechanism for the library's collections, services and programming (significantly improved by 7/2011).
2. Develop a promotion for the "key chain" library card to encourage new applicants, and to offer replacements for lost or misplaced cards (by 7/2011).
3. Develop a program to recruit trained volunteers to support regular staff in activities such as shelving, programming, etc. (by 7/2011).
4. Utilizing a people counter and circulation statistics, along with a survey determine the service hours most helpful to the public and strive to fund and staff those hours (by 7/2013).
5. Obtain funding and town approval for a permanent, lighted, library sign, based on a design appropriate to the location, that includes a letter board to alert passersby to library hours and programs (by 7/2014).
6. Obtain funding and contract for library directional signs to be placed at appropriate intersections throughout town by 7/2014).

C. Build an appropriate level of trained staff:

1. Provide the staff with appropriate policies and training (on-going)
2. Provide and maintain the level of trained staff necessary to give assistance to patrons, e.g. one-on one interaction in their pursuit of self-improvement (on-going).
3. Take advantage of state-sponsored workshops to provide training for staff on the use of the library database, the specialized databases, the use of the Internet, social networking and various popular software programs (on-going).
4. Provide the level of trained staff necessary to keep the equipment running properly, to equitably schedule use of the equipment, and to assist patrons in their use of equipment, software and on-line databases and services (on-going).
5. Provide the level of trained staff needed to provide adequate coverage for the children's room, to manage programming for children and teens, and to assist students with school assignments (on-going).
6. Keep staff informed regarding new technology that is applicable to the library and the public and implement where necessary. (on-going)

Goal III. To provide a broad range of services in a safe, comfortable, accessible, secure and efficient library setting.

Objectives/Action Items:

Keep the interior and exterior ambiance attractive, accessible, secure, updated, and inviting.

1. Work with the Building and Grounds Department to obtain funding necessary to maintain and improve the building interior, exterior and grounds (on-going).
2. Seek capital funding to replace the roof, the windows, and the restrooms and to finish the sheet metal work for the HVAC system (by 12/2015).
3. Explore other avenues of funding for upkeep/refurbishment of grounds and parking lot.
4. Explore expansion of the parking lot, including improved walkways and exterior lighting and seek necessary funding from the town, or other sources (by 12/2015).
5. Explore methods of improving security, such as video surveillance cameras (by 2013).
6. Create inviting seating, open space, and gathering areas by reallocating current space (on-going).
7. Investigate and incorporate cost saving strategies, including recycling programs for staff and public (accomplish at least one new program per year)
8. Update the disaster plan and distribute to town hall, the police department, the building department, the fire department and the Massachusetts Board of Library Commissioners (by 7/2012).

Continue to develop the technological resources of the library

1. Provide the public with an adequate number of computers, printers, and software along with the appropriate tables and chairs in various locations throughout the library (by 12/2015).
2. Keep core computers, including the server, in good working order by maintaining, cycling out and updating on a pre-planned schedule (by 7/2012).
3. Continue to investigate and implement new technology, such as self-checkout, RFID, and stations for downloading e-books (by 7/2015)

Goal IV. To plan, develop, manage, and fund a building project to fulfill the 20-year projected needs of the library as detailed in the Library Building Program

Objectives/Action Items:

A. Secure funding for the project

1. Obtain Town Meeting approval to apply for, accept, and expend any state funds that may be available for the building/renovation program (Completed Nov. 8, 2010)

2. Complete a Feasibility Study, including schematic drawings, of the Library based on the Building Program completed in September 2010 (By January 2011)
3. Apply for the Public Library Construction Grant by the January 27, 2011 deadline.
4. Obtain Town Meeting approval of the Feasibility Study and schematic drawings by June 30, 2011.
5. Work with the Public Building Commission, the Capital Planning Committee, the Advisory Committee, the Selectmen and the Town Administrator to prepare the Town Meeting Article, and to obtain necessary town funding for the project (by January 2012 if the library is awarded the grant).
6. Form a Library Building Fundraising Committee that will work with the Trustees, Scituate Library Foundation, Friends of the Library, etc., to raise private funds to support the Building Project by 2/2011.
7. Explore grants and other funding sources to defray costs of the building project (on-going).

B. Manage the building project with the Scituate Public Building Commission

1. Hire an Owner's Project Manager (as soon as possible after funding is in place)
2. Use the Designer Selection Process to hire an Architect for the Design
3. Begin construction by
4. Maintain continuity of service during construction
5. Relocate staff and collection to temporary quarters as needed
6. Keep the town informed.
7. Complete the project and open the new facility
8. Promote the project, especially regarding MBLC funding

The Building Project includes:

- Quiet study rooms
- More meeting room space for public use.
- Clusters of comfortable chairs for reading areas.
- Roof
- Updated electrical system
- Updated, accessible and family friendly bathrooms
- Improved, energy efficient interior and exterior lighting
- Up-to-date fire, theft protection and surveillance systems
- Improved shelving design and layout
- Children's story hour/program room

- A defined area for teens
- Office space for staff
- ADA compliance
- Fire proof and vandal proof book drop
- Expanded and improved parking lot walkways, as well as areas for drop-off and deliveries.
- Attractive and easily maintained landscaping
- Updated, comfortable, longwearing and attractive furnishings
- Up-to-date technology for the staff and public, including self check-out and RFID

Scituate Town Library

Summary of the 2010 Surveys

November 2010

In April of 2010, the Trustees of the Scituate Town Library created three surveys to assess public satisfaction levels regarding the entire library program including the staff, services, the collection and the facility. The main survey was in print form and distribution was kicked-off at the Annual Town Meeting in April 2010, in hopes of reaching a wide audience that included non-users as well as users. For the two months following Town Meeting, the print survey was available in the library and on the library website. A town-wide email blast announced the survey to the general public. Additionally, two smaller "Survey Monkey" surveys targeted young people up to age 18 and Scituate teachers. 394 people responded to the main survey. 91 young people and 72 teachers responded to the targeted surveys. Of the adults who responded to the main survey, 70 percent were female. Ages 35 years and over were well represented and adults 34 and below were not well represented.

Summary of multiple choice survey questions:

- 62% of respondents used the library weekly, with an additional 24% monthly users.
- Those who did not regularly use the library sited time constraints and regularly purchased their own reading materials.
- 93% identified borrowing of books as their main reason for using the library.
- 87% found what they were looking for during their last visit.
- Over 80% found the on-line catalog at least somewhat easy to use, however, 20% indicated a need for help or instruction.
- The 87% who responded indicated they would like every aspect of the collection improved, with adult fiction and DVDs scoring the highest.
- 49% did not respond when asked about improvements in technology. The remaining 51% would like the website improved, more public PCs including laptops, the ability to download digital materials to portable devices, and more reference databases.
- Over 89% of the respondents were satisfied with staff and services.
- Most respondents indicated they were satisfied with the facilities with restrooms and high noise levels the most problematic.
- The areas needing additional space that scored the highest were comfortable seating, parking, study rooms and the teen area.
- New areas that would be supported included quiet study rooms, comfortable seating, PC training labs, self-checkout stations, and small meeting rooms.

Summary of responses to the open-ended questions:

34% of the respondents posted comments to the question, "How can the Scituate Town Library better meet your needs"? 20% responded to "Any additional comments?"

- 60 responses expressed positive feedback regarding the library, often including the staff, programs and services.
- 13 showed support for extended hours including evenings until 9 PM and Sundays. One requested Friday evening hours and a few asked for expanded Sunday hours.
- 11 commented on programs with compliments on current programs and ideas for additional programs
- 19 people responded with compliments and positive suggestions regarding staff. The four negative personal comments were removed from the list.
- 2 requested that the book-drop be updated so that it is available 24/7.
- 6 requested that the lower level storage room be redesigned because it is underutilized.
- 4 asked for beverages to be available.
- 34 mentioned improvements to the collection including more new books, more updated non-fiction, more technology/PCs, more CDs, more DVDs, more books on CD, more mysteries, large print and science fiction, etc.
- 5 commented on the children's section requesting more PCs, more seating, and less worry about noise.
- 16 commented about noise, the need for quiet study space, more sound-proofing, renegade cell phone users, etc.
- 7 commented positively on the Old Colony Library System, with most just wanting "more," including the shared collection of downloadable audio books and ebooks.
- 9 commented on furnishings, with most requesting more comfortable, updated, seating as well as space for more seating.
- 13 mentioned lack of parking spaces and the difficult walk from the parking lot.
- 14 indicated the need for an improved library, often mentioning the newer libraries in Hingham, Cohasset and Hanover. Suggestions included updated restrooms, updated décor, meeting rooms, better lighting, a café, energy efficiency, move noisy areas away from reference/study areas, etc.
- 9 mentioned the need for more space including teen areas, audio books, DVDs, private study space, tutoring areas, comfortable seating, larger children's room, etc.
- 8 made miscellaneous comments from requesting a better bulletin board, to inquiries about expanded volunteer opportunities.

Summary of Youth Survey:

- Most respondents use the library to study and to check out books for research.
- 53% use the Research Databases from home, 17% from the library and 30% do not use them at all.
- Most want more recreational materials such as books, magazines, DVDs and CDs.
- 65% want a café or food area.

- Over 30% indicated they want self checkout, laptops, a larger teen area, more comfortable seating and more study tables.

67% of those completing the survey were female and all grades from K-12 were represented with the largest representation (60%) from 5th -8th graders. 87% of those responding attended public schools.

Summary of Teacher Survey:

- 50% use the library for personal use.
- 52% use the library to prepare assignments and help students.
- 22% would like more information for teachers on the library website.
- 18% would like more library workshops in the schools
- Teachers from grades K-12 were represented with the largest representation from high school teachers

Budget 610 Library

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.610.0510.5110.0000.0000	REGULAR SALARIES	$438,000.40	$456,405.00	$193,511.59	$491,732.00	$491,732.00		
001.610.0510.5130.0000.0000	LONGEVITY	$9,250.00	$9,550.00	$6,200.00	$10,350.00	$10,350.00		
001.610.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$2,000.00	$0.00	$1,500.00	$1,500.00		
001.610.0510.5180.0000.0000	PART-TIME SALARIES	$184,623.74	$192,429.00	$78,367.24	$193,928.00	$193,928.00		
001.610.0510.5191.0000.0000	OTHER SALARIES	$4,487.16	$6,238.00	$2,035.31	$6,427.00	$6,427.00		
SCHEDULE: PERSONAL SERVICES - 0510		$636,361.30	$666,622.00	$280,114.14	$703,937.00	$703,937.00		
001.610.0520.5211.0000.0000	ELECTRICITY	$19,541.21	$24,000.00	$9,362.12	$24,000.00	$22,000.00		
001.610.0520.5213.0000.0000	NATURAL GAS	$5,162.54	$5,000.00	$190.20	$5,500.00	$5,300.00		
001.610.0520.5231.0000.0000	WATER/SEWER	$0.00	$3,102.00	$0.00	$3,210.00	$3,210.00		
001.610.0520.5241.0000.0000	OFFICE MACHINE MAINT	$13,142.06	$15,115.00	$1,422.00	$9,500.00	$9,500.00		
001.610.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	$16,027.33	$13,270.00	$6,499.22	$14,000.00	$14,000.00		
001.610.0520.5308.0000.0000	TRAINING	$470.00	$200.00	$0.00	$200.00	$200.00		
001.610.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$500.00	$0.00	$500.00	$0.00		
001.610.0520.5343.0000.0000	BINDING & PRINTING	$1,049.11	$850.00	$250.00	$800.00	$800.00		
001.610.0520.5344.0000.0000	POSTAGE	$319.84	$1,000.00	$85.70	$750.00	$500.00		
001.610.0520.5382.0000.0000	CUSTODIAL SERVICES	$3,608.71	$1,450.00	$0.00	$1,500.00	$1,500.00		
001.610.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$718.70	$900.00	$92.40	$900.00	$900.00		
001.610.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$11,251.50	$920.00	$2,558.75	$950.00	$0.00		
001.610.0520.5732.0000.0000	OCLN DUES	$32,059.00	$31,087.00	$31,087.00	$32,668.00	$32,668.00		
001.610.0520.5733.0000.0000	OTHER SUBSCRIPTIONS	$0.00	$9,398.00	$0.00	$9,500.00	$8,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$103,350.00	$106,792.00	$51,547.39	$103,978.00	$98,578.00		
001.610.0540.5420.0000.0000	OFFICE SUPPLIES	$344.89	$600.00	$61.28	$550.00	$550.00		

Budget 610 Library

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.610.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$119,876.00	$120,000.00	$59,167.30	$120,000.00	$120,000.00		
001.610.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$13,500.00	$375.16	$12,500.00	$8,100.00		
001.610.0540.5451.0000.0000	CLEANING SUPPLIES	$504.72	$1,500.00	$983.76	$1,500.00	$1,500.00		
001.610.0540.5580.0000.0000	OTHER SUPPLIES	$4,498.79	$5,000.00	$2,669.85	$5,000.00	$5,000.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$125,224.40	$140,600.00	$63,257.35	$139,550.00	$135,150.00		
001.610.0580.5851.0000.0000	EQUIPMENT	$0.00	$3,000.00	$0.00	$6,000.00	$3,000.00		
001.610.0580.5852.0000.0000	FURNISHINGS	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$3,000.00	$0.00	$6,000.00	$3,000.00		
Grand Total:		$864,935.70	$917,014.00	$394,918.88	$953,465.00	$940,665.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: Recreation**

MISSION STATEMENT:

The Mission of the Scituate Recreation Department is to provide exceptional and creative programs, services and facilities (such as beaches, ball fields and playgrounds) that foster community spirit and involvement while enhancing the quality of life for all people in Scituate.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: ***To continue to run our programs at the highest level of safety.***

A. Inter-department drills for our summer programs that had not been served in the past such as sailing specifically training & practicing the Emergency Action Plans.

B: Set aside four days (two in the fall and two in the spring) a year to do a complete inventory of all our equipment and identify any equipment that might be in need of repair or replacement.

C: To continue working with the Scituate Public Schools on the Anti-Hazing Law.

F: Continue to monitor quality assurance in all programs…off- hour personnel to oversee early morning, evening & weekend programs.

GOAL 2: ***To improve playground equipment and accessibility.***

A. Collaborate with the C.O.R.S.E. Foundation to identify what the wants & wishes are of our special needs population in Scituate.

B. Apply for Community Preservation Act funding to build a new Town playground.

C: Design a new community playground that would allow those with physical disabilities to interact with their peers on equal footing, using ramps to provide access to elevated platforms. Rather than the traditional mulch surfacing one typically finds at playgrounds to design & build with either a "poured in place" rubber surfacing or accessible turf grass surfacing.

GOAL 3: ***Continue to provide beach service and enhance our current level of beach services.***

A: Purchase or build new lifeguard stands.

B: Continue to work with the Police & Harbormaster with the on-going problem of patrons walking out the rock at Minot Beach.

GOAL 4: ***To manage Town's permitted facilities (i.e.: athletic fields, tennis courts, basketball courts, bandstand) at high standards of safety& equity.***

A: By having a fair & equitable pre-season permit process with user groups & field coordinator.

B: Enforcing the no "blanket" permitting policy. By supervising actual used time versus permitted time.

C: Maintaining accurate records on all users (i.e.: insurance and cori certification)

D: Continuing to work closely with Public Grounds on the maintenance & condition of the facilities.

GOAL 5: ***To ensure the Town's investment in the Community Turf field at Scituate High School is prope protected.***

A: Provide more visible signage stating the rules and regulations.

Enforcing rules and regulations of the turf field and the adjacent surroundings.

C: Continue to work close with the Scituate Police Department on security and surveillance.

D: Continue to work with Scituate High School Athletic Director to best meet the needs of the Scituate High School athletes as well as the rest of the community.

GOAL 6: ***Encourage active recreation to enhance health & fitness in the Town of Scituate.***

A. Collaborate with Scituate Public Schools portion of the Carol White PEP grant that involves recreation programming throughout the district.

B. Through the CPC process identifying parcels of land that can be used for future active recreation.

C. Review current programming offered and the utilization of those programs to ensure we are optimally using our resources to best meet the needs of our residents.

MAJOR BUDGET COMPONENTS

Our budget pays for one full time director and two part time staff as well as some minimal office supplies, postage, cleaning as well as professional dues and conferences. The recreation budget is ¼ of a percent of the Town's entire budget.

The Recreation Department's primary function is to provide recreational programming and opportunities to the residents of Scituate.

The department runs approximately 360 programs per year. This entails planning, staffing (100 plus seasonal employees as well as 200 plus volunteers) and registering over 5000 participants per year. In FY '09 we had 33,000 attendees that we were responsible for. We programmed 6,700 (an average of 128 hours of programming per week). Our programs are 100% self supported through user fees. The user fees not only pay for all associated costs with each program but also support the department (i.e.: office supplies, office machinery, seasonal salaries, etc…)

Another important function of the Recreation Department is the lifeguard services. We are responsible for training, staffing (30 plus guards) and equipping the Town's five beaches (Minot, Egypt, Sandhills, Peggotty and Humarock). Beaches in Scituate are staffed from the end of June through Labor Day. All costs associated with the beaches are now paid for through the Beach Sticker Revolving Account.

An additional significant role the Recreation Department is the permitting of the Town's 17 athletic fields, bandstand, in-line skating rink, tennis courts as well as basketball courts. Each permit requires an application, along with a certificate of insurance naming the Town of Scituate as an additional insured and if applicable a confirmation from the State that the organization is CORI certified. We are able to fund a Field Coordinator position through the field permit fees (see attached schedule). We issued 200 permits last year.

FY 12 RISKS AND CHALLENGES

The Recreation Department is challenged by the lack of support staff to assist in the management of the department. The Department recognizes that we are in fiscally dire times, however, a department of this size needs an assistant director and full time clerical support.

As it stands, one person, the Director, is solely responsible for over 130 seasonal employees, over 200 volunteers, 360 programs, 32,000 hours of programming, programmed on average 128 hours of programs per week; the management of the Town's five beaches as well as working on the development of new athletic fields and other Town projects.

The Department is truly fortunate to have the two part time clerical staff that put their heart and souls into their positions and work above and beyond their job descriptions; however neither is compensated for the additional responsibilities. A department of this size needs a full time assistant director.

The Recreation Department must comply with ever changing unfunded mandates, laws & regulations passed down from the State of Massachusetts and auditors. We are required by M.G.L., Town Counsel, and the Town Auditors to comply with the following to ensure all participants & residents of Scituate can participate in a safe environment:

- Every participant / every time he/she registers for a program must fill out a registration form that includes emergency information, medical conditions, insurance information and sign a lengthy indemnification waiver. We are responsible for tracking and ensuring the accuracy of each of these forms.
- The department revolved over $382,000.00 last year (see back attached back sheet). We are responsible for maintaining accurate & meticulous records for each dollar with a turn over sheet.
- We processed over 380 purchase orders last year as well as kept correct records of all invoices.
- Kept precise and complete time sheets for each employee.
- We have over 130 seasonal employees and approximately 50 independent contractors for whom we must keep scrupulous records on. These records include updated CORI, CPR certifications, SORI, w9, I9 and job specific certifications. This must be done for each of them annually.
- We oversee approximately 200 volunteers each year. We are responsible for CORI checking each one as well as maintaining hourly records on each of them.

Each year we also face the challenge of permitting the fields, tennis courts, basketball courts and bandstand. There is a continued need for field space in this Town. As stated before the Town and youth sports have grown exponentially over the past ten years. We continue to explore new athletic field space within our Town.

We recognize the changes in our growing suburban Town. We do our best to keep up with the demands of the residents to provide them with the most affordable and highest quality programming. Our main goal is to guarantee the safety of each participant and field user.

DEPARTMENTAL ACCOMPLISHMENTS

Scituate Recreation continues to be the most comprehensive department on the South Shore. Our Department offers the largest number of classes as well as permits all 17 athletic fields, bandstand, tennis and basketball courts and is in charge of the staffing and equipping of all five beaches.

We are extremely proud of the work we do here.

Also, in the March 2008 issue of "Boston Magazine", Scituate was rated one of the best places to live and our Recreation Department was referenced as one of the reasons why!

Actively working on our departmental goals set for FY 11.

Additional accomplishments were as follows:
To continue to improve the safety of all of our programs.

Became member of Scituate Public Schools Safety Committee This did happen in the spring 2010. The Department was very happy to be brought to the table where the recreation department is housed in Scituate High School and we are running programs with literally hundreds of participants on a weekly basis.

Wrote emergency action plans for our summer programs. Worked with Scituate Police Department to develop an EAP for our summer camps that take place at Scituate High School. We always had a plan but not a detailed written procedure.

Coordinated with Scituate Fire Department and Scituate Police Department on practicing the EAP's. After developing the EAP, the Department coordinated a "lost child drill" with Scituate Police (including their k-9), Scituate Fire Department, Scituate Public Schools, along with our 60 plus staff that was on site and 300 children. It was a huge success and we will continue to run these drills each summer.

Ensured all summer counselors, instructors and directors have two -way radios and that radio checks are being done daily with the Office. All staff had a two- way radio to communicate with one another and with the office. Also, we added daily radio checks to the start of every morning to ensure their radios were working properly and that the office was able to clearly hear them.

Worked with Summer Program Directors to ensure absent participants were called within the first 30 minutes of the start of the program. Worked daily with all directors to ensure this new policy was followed.

Strictly enforced our sign in and sign out policy with programs. We sent notices to all participants' parents/guardians to notify them of this policy and are working with the Directors to ensure that this is being done.

Employees had to complete training prior to working. All employees had to be cori checked, cpr certified and in the summer fulfill training. If training was not fulfilled the employee was sent home until training was complete (this year we did an online training program that we could track their progress through tests and I could see and manage who was training and their times and test scores).

To enhance the safety of the sailing program.
Purchased lightening detectors for sailing program. These were purchased and used all summer by our sailing

program. A great addition to the program!

Discussed with the Waterways Commission that the space will continue to be there for the Sailing Program. Recreation Commission Liaison met with WWC and they are in full support of the program.

Identified a funding source. The Friends of Scituate Recreation through their Annual PJ Steverman Golf Classic have pledged funds to purchase the two chase boats as of September 2010.

Now that we know we have the funding we are now actively looking for the boats.

Another BIG accomplishment this year was our continued relationship and collaboration with the C.O.R.S.E. Foundation. We have worked to put together special education recreational programs throughout each season. We have continued to expand the offerings to now include All Stars baseball, All Stars basketball, All Stars karate, All Stars soccer, All Star summer camp and last year for the first time not only for Scituate but the entire South Shore we offered "Maritime Adventures". The program provided specialized instructors and equipment that inspired higher function and fitness for children and adults of all disabilities through safe entry to high-challenge sports. Participating students were non-ambulatory, non-verbal and did not necessarily know how to swim. The participants learned how to windsurf, to Hawaiian Outrig, to canoe and to sail. Had these students not been given this amazing opportunity they would have otherwise been sidelined as observers and perhaps never have been able to have experience and enjoyed Scituate's finest recreation resource…the ocean/harbor!

One more achievement this summer was Scituate's First Recycle Regatta hosted by Scituate Recreation! It was a race like sailing challenge that promoted fun, teamwork, sportsmanship and recycling. Participants used l/used bottles (1 gallon or less) and other recycled materials to build their boat in which they sailed. It was very received and lots of fun for both participants and spectators!

We are fortunate to have the staff we do and the support that surrounds our department. We are committed to continue to meet the recreational needs of the residents of Scituate. We will continue to meet these needs in a safest and most affordable way.

DESCRIPTION
OF REVENUE
Recreation Revolving Account
Summer 2009 through Spring 2010 Seasons

Total Income	Credits/Refunds	Total Revenue	Minus Expenses (related to programs)	Net Revenue from programs
$382,779.23	$35,062.00	$347,717.23	$308,157.06	**$39,560.17**

Expenses supported by the Recreation Revolving Account un-related to a program:

office supplies

TOTAL **$14,334.49**

- Copier Supplies and Maintenance $1901.50
  (Includes monthly lease, toner and maintenance above and beyond budgeted amount)
- Air Condition Units serviced $201.40
- Vacuum repaired $68.00
- Paper Supplies $118.38
  (letterhead and envelopes)
- Brochure Printing and Distribution $9947.00
- Office Supplies $1798.21
  (pen, paper clips, printer cart, colored paper, tape, files, mouse, batteries, posters, etc)
- Poland Springs $300.00

computer support

TOTAL: $3042.49

- Active Network Support $2872.50
- Doyle Small Business $169.99

OFFICE STAFF PAYROLL

- Office payroll (not associated with a program) **$ 16,080.94**

POSTAGE:

Mailing of quarterly brochure **$2082.00**

TOTAL ADDITIONAL EXPENSE SUPPORT BY REVOLVING: $35,539.92

Net Revenue from programs: $39,560.17
Expenses not related to program: -($35,539.92)
$4020.25

Recreation Revolving Account:
FY 11 YTD: $81,294.80
FY 11 Projected through YE: $292,000.00
FY 12 Projected: $375,000.00

Field Permit Fees (Income)					
Organization	**Date Deposited**	**Fees**		**Rental**	
Mass Elite Inc	7/7/2009			$ 2,000.00	
Galway Rovers	8/26/2009			$ 2,310.00	
Scituate Youth Center	12/22/2009	$ 600.00			
South Shore Senior Softball	12/22/2009	$ 850.00			
Scituate Soccer Club	1/20/2010	$ 3,075.00			
Scituate Little League	4/21/2010	$ 4,155.00			
Scituate Girls Travel Softball	4/21/2010	$ 300.00			
Scituate/Cohasset Am.Legion	4/21/2010	$ 100.00			
Scituate Youth Lacrosse	4/28/2010	$ 1,755.00			
Men's Senior Baseball League	5/3/2010	$ 150.00			
fy 10		**$ 10,985.00**		**$ 4,310.00**	
Mass Elite Inc	7/13/2010			$ 2,375.00	
21 Lacrosse	7/13/2010			$ 405.00	
Scituate Soccer Club	8/17/2010	$ 1,540.00			
Scituate Youth Lacrosse	8/17/2010	$ 125.00			
Advantage Soccer School	8/17/2010			$ 2,500.00	
Scituate Youth Football	8/17/2010	$ 1,725.00			
Scituate Youth Center	9/15/2010	$ 4,560.00			
as of 11.16.2010		**$ 7,950.00**		**$ 5,280.00**	
Total		*$ 18,935.00*		*$ 9,590.00*	
				to be put towards up	
Expenses				*replacement of Turf field*	
Field Coordinator	FY 2010	$ 7,635.00			
	FY 2011 (To date & estimated)	$5620 (to date)			
		$3600 (through the end of December 2010			
		$ 16,855.00			
Laptop		$ 664.00			
Total Expenses		**$ 17,519.00**			
	projected surplus	$ 1,416.00			
		discuss mileage stipend/cell phone			
		expense for field coordinator			
FY 11 YTD	$7,950.00				
FY 11 Projected - 6.30.11	$ 10,985.00				
Projected FY 12	$18,935.00				

Beach Sticker Revolving Account
Fiscal Year 2012 Budget

510:	Personal Services 5190: Seasonal Salaries	 $129,920.00 $2,000.00	 ➢ Lifeguard salaries (see attached) ➢ Staff for issuing stickers
	Personal Services Total:	**$131,920.00**	
520:	Purchase of Services 5311: Support Services 5711: Mileage Reimbursement	 $2500.00 $7,500.00 $20,000.00 $1,800.00 $8,800.00 $800.00	 ➢ Pre-Season training for lifeguards & Maintenance of Lifeguard Equipment ➢ Parking Enforcement ➢ Seaweed Removal ➢ Portable Toilets ➢ Trash Removal ➢ Mileage (daily rounds at beaches)
	Purchase of Services Total:	**$41,400.00**	
540	Materials and Supplies 5344: Postage/Printing 5423: Special Agency Supplies 5581: Clothing	 $1800.00 $2830.67 $3213.75	 ➢ Postage & Printing ➢ Misc. Lifeguard equipment (detailed spreadsheet attached) ➢ Lifeguard Apparel (jackets, shirts, swim suit, whistle, land-yard, fanny packs and cpr mask)
	Materials and Supplies Total	**$7844.42**	
580	Capital Outlay 5851: Equipment	 $5146.00 $14,000.00 $15,000.00	 ➢ Three portable lifeguard chairs and set of wheels to move (see attached) ➢ Hand held radios for lifeguards to improve communication from beaches to responding agencies (i.e.: Harbormaster) ➢ Parking Lot Improvements
	Capital Outlay Total	**$34,146.00**	
	TOTAL	**$215,310.42**	

FY 2012 Beach Revolving
Back up to Lifeguard Clothing, Special Agency and Equipment

Item		amount	quantity	
CLOTHING				
female suits		$ 44.00	17	$ 748.00
male suits		$ 27.00	18	$ 486.00
sweatshirts		$ 40.00	17	$ 680.00
jackets		$ 31.00	15	$ 465.00
t-shirts		$ 8.75	35	$ 306.25
whistle/landyards		$ 5.60	35	$ 196.00
fanny packs		$ 5.50	35	$ 192.50
cpr mask		$ 4.00	35	$ 140.00
				$ 3,213.75
SPECIAL AGENCY				
Adhesive Knuckle Bandage (#J2007)		$ 3.92	10	$ 39.20
backboard head pieces		$ 47.50	6	$ 285.00
Bacutracun Zinc 144/box (#601109)		$ 19.75	3	$ 59.25
batteries		$ 201.44	1	$ 201.44
binoculars		$ 60.00	2	$ 120.00
biohazard kits		$ 35.00	1	$ 35.00
bouys		$ 49.00	4	$ 196.00
chains		$ 2.69	7	$ 18.83
Child Ambu Bag		$ 80.00	1	$ 80.00
deep woods off (bug spray)		$ 5.39	12	$ 64.68
Disposable Suction Unit (#59610)		$ 33.70	2	$ 67.40
Ice Packs (#954299)		$ 18.79	1	$ 18.79
keys		$ 1.28	13	$ 16.64
Large non latex gloves (#295203)		$ 37.08	1	$ 37.08
lightening detectors		$ 73.00	2	$ 146.00
locks		$ 9.89	7	$ 69.23
Medical Tape (#155104)		$ 14.59	1	$ 14.59
megaphones		$ 80.00	4	$ 320.00
radios		$ 130.00	4	$ 520.00
storage bags		$ 10.00	6	$ 60.00
sunblock		$ 4.50	24	$ 108.00
umbrella		$ 76.00	2	$ 152.00
water therometers		$ 18.00	10	$ 180.00
wd-40		$ 3.59	6	$ 21.54
				$ 2,830.67
EQUIPMENT				
Lifeguard Chairs		$ 1,587.00	3	$ 4,761.00
Wheels to move Chair		$ 385.00	1	$ 385.00
Radios (to be discussed)		investigating		
				$ 5,146.00

Budget 630 Recreation

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.630.0510.5110.0000.0000	REGULAR SALARIES	$70,080.99	$71,961.00	$31,497.33	$76,739.00	$76,739.00		
001.630.0510.5130.0000.0000	LONGEVITY	$2,000.00	$2,550.00	$1,400.00	$2,650.00	$2,650.00		
001.630.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
001.630.0510.5180.0000.0000	PART-TIME SALARIES	$45,672.61	$40,223.00	$18,615.27	$40,676.00	$40,676.00		
001.630.0510.5190.0000.0000	SEASONAL SALARIES	$108,710.18	$18,858.00	$17,312.10	$0.00	$0.00		
001.630.0510.5191.0000.0000	OTHER SALARIES	$954.94	$1,122.00	$400.24	$1,174.00	$1,174.00		
SCHEDULE: PERSONAL SERVICES - 0510		$227,418.72	$134,714.00	$69,224.94	$121,239.00	$121,239.00		
001.630.0520.5241.0000.0000	OFFICE MACHINE MAINT	$0.00	$275.00	$0.00	$275.00	$175.00		
001.630.0520.5311.0000.0000	SUPPORT SERVICES	$2,300.00	$0.00	$0.00	$0.00	$0.00		
001.630.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$0.00	$0.00	$545.00	$545.00		
001.630.0520.5344.0000.0000	POSTAGE	$405.98	$700.00	$187.58	$700.00	$700.00		
001.630.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$874.40	$200.00	$0.00	$200.00	$200.00		
001.630.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$75.00	$300.00	$75.00	$75.00	$75.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$3,655.38	$1,475.00	$262.58	$1,795.00	$1,695.00		
001.630.0540.5420.0000.0000	OFFICE SUPPLIES	$155.00	$400.00	$0.00	$400.00	$400.00		
001.630.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	$2,226.67	$1,500.00	$0.00	$0.00	$0.00		
001.630.0540.5451.0000.0000	CLEANING SUPPLIES	$0.00	$500.00	$0.00	$500.00	$500.00		
001.630.0540.5581.0000.0000	CLOTHING	$2,980.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$5,361.67	$2,400.00	$0.00	$900.00	$900.00		
001.630.0580.5851.0000.0000	EQUIPMENT	$0.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$0.00	$0.00	$0.00	$0.00		

Budget 630 Recreation

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
Grand Total:		$236,435.77	$138,589.00	$69,487.52	$123,934.00	$123,834.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: BEAUTIFICATION

MISSION STATEMENT

To enhance the beauty of Scituate through planting and maintaining selected public spaces using community resources.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Realize our mission by continuing to provide annuals and perennials for our Window Box and Adopt-a-Lot Programs and support to our Merchant participants and volunteer Caretakers

2. Further our mission by increasing Merchant participation in the Harbor and North Scituate Window Box Programs.

- **Solicit feedback from Merchants who don't participate in our Program to understand their issues and address those issues, if possible.**
- **Provide information about selection and care of plants for boxes and containers at Spring Workshop.**
- **Conduct popular vote during summer to stimulate friendly competition.**
- **Give timely recognition of Merchants' efforts.**

3. Become more environmentally responsible by improving organic balance of soil to reduce the water needs of 23 Adopt-a-Lots and 5 other traffic islands. (Some AaL's are containers for which water reduction does not apply.)

- **Continue process of testing soil in appropriate AaL's and islands to identify current conditions.**
- **Determine changes necessary for each location to establish organic balance and formulate a process to accomplish this.**
- **Inform Caretakers about organic benefits and conversion process at Spring Workshop.**
- **Provide necessary materials and support on an on-going basis.**

4. On Ship Shape Day increase percentage of sorted recyclables to 60% of green bags.

- **Continue cooperation with Sustainable Scituate to publicize focus on sorting to recycle and to educate volunteers about proper sorting on SSD.**
- **Work with DPW Transfer Station employees to establish a system for separating green bags identified as containing recyclables from green bags containing trash and assuring contents are correctly sorted.**

5. Continue recruitment efforts to establish pool of volunteers to act as Adopt-a-Lot Caretakers and to serve on the Commission.

- **Distribute SBC Brochure at Town Hall, Library, Town Meetings, Volunteer Expo, and other appropriate opportunities.**
- **Publicize SBC accomplishments and opportunities on web page and in newspapers.**
- **Generate interest through SCTV program spotlighting Caretakers.**

MAJOR BUDGET COMPONENTS

Our Budget Request is the same as FY 10-11, however our funds have been reallocated as follows:

54.5% - Plants, both annuals and perennials, and related landscape supplies such as potting soil and soil amendments for Window Box Programs in Harbor and North Scituate commercial areas, Adopt-a-Lot Program for which volunteers provide labor, and 6 other traffic islands which are maintained by a professional landscaper. We have no significant renovations planned so this amount is slightly reduced from last year and the difference has been allocated to Technical Services to pay for soil testing.

35.7% - Labor costs for professional landscaper to maintain 6 highly visible "gateway" islands, which traffic volume has rendered unsafe for volunteers, and also to assist volunteer Caretakers with heavy work like plant dividing.

FY 12 RISKS AND CHALLENGES

Our allocation for Landscape Supplies for FY 12 is the same as FY 11. However, we anticipate there will be 2 requests for admittance to the Adopt-a-Lot Program, and we will need soil amendments to achieve our goal of increasing the organic composition of the beds. It will be a challenge to accommodate these new objectives without sacrificing plantings in our current gardens.

Significant increases in costs for landscape supplies will reduce the materials and plants available to accomplish our mission.

Labor costs are highly variable, depending on weather conditions through the summer and the number of volunteers who participate as Caretakers. The hot, dry conditions of summer 2010 caused slower growth of both desirables- therefore less pruning,- and undesirables - requiring less weeding, resulting in lower labor costs. Ideal growing conditions and/or loss of volunteers could result in much higher labor costs.

DEPARTMENTAL ACCOMPLISHMENTS

Maintained 33 Adopt-a-Lots and 6 traffic islands around Town in beautiful, colorful condition in spite of adverse conditions.

Added 8 merchants in the Harbor to our list of participants in the Harbor Window Box Program. Selected first and second place winners in two categories from among all merchants.

Committed funds for Beautification brochure to aid in public awareness of our accomplishments and ultimately bring us new volunteers. Obtained volunteer expertise for writing and photography for brochure.

Completed Phase one of renovation of Adopt-a-Lot #23, Town Pier.

Added a new vendor option for our Window Box Program participants.

Worked with DPW Buildings and Grounds to improve appearance of front of Town Hall.

Distributed 300 mums, 400 daffodils and 100 crocus to AaL caretakers for fall planting.

Established subcommittee of Railroad Crossing Island Overseers to concentrate on planting and maintaining these islands. Key objectives are to reduce costs and recommend long term plan to pay for their maintenance.

Had very successful Ship Shape Day, distributing about 500 green bags. With the help of Sustainable Scituate explaining the sorting to recycle process, at least 50% the bags collected by DPW employees on the following Monday had red ribbons which indicated they contained recyclable materials only.

Budget 650 Beautification Commission

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.650.0520.5242.0000.0000	REPAIR/MAINT PROP/EQ	$13,716.72	$5,550.00	$809.90	$5,350.00	$5,350.00		
001.650.0520.5309.0000.0000	TECHNICAL SERVICES	$0.00	$415.00	$0.00	$995.00	$995.00		
001.650.0520.5344.0000.0000	POSTAGE	$46.64	$70.00	$0.00	$50.00	$50.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$13,763.36	$6,035.00	$809.90	$6,395.00	$6,395.00		
001.650.0540.5420.0000.0000	OFFICE SUPPLIES	$0.00	$165.00	$0.00	$125.00	$125.00		
001.650.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$620.00	$0.00	$300.00	$300.00		
001.650.0540.5462.0000.0000	LANDSCAPING SUPPLIES	$0.00	$8,180.00	$0.00	$8,180.00	$8,180.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$0.00	$8,965.00	$0.00	$8,605.00	$8,605.00		
Grand Total:		$13,763.36	$15,000.00	$809.90	$15,000.00	$15,000.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: HISTORICAL BUILDINGS #691**

MISSION STATEMENT

A municipality is judged in good part by how well its historical properties are maintained. Scituate has seven town-owned historical structures: Cudworth House (1797), Scituate Lighthouse (1811), Mann Farmhouse (1825), Massachusetts Humane Boathouse (1896), Irish Moss Shed (1900), Lawson Tower (1902), and Lawson Gates (1902).

Our mission is to maintain these important structures for future generations and to provide educational opportunities at these properties so the public has a good understanding of the role these buildings played in the development and history of the town.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The Scituate Historical Society oversees the operation and maintenance needs of the seven town-owned historical properties.

At the request of the Scituate Historical Society, the 1968 Annual Town Meeting gave custody and administration of Scituate Lighthouse to the Society. The Scituate Historical Society has not requested similar town meeting action for the other town-owned historical sites. However, the Society has taken on the same oversight role at the other town-owned sites at no cost to the town.

Our goal continues to ensure that all town-owned sites are well maintained and can be enjoyed by the public. Because all of these properties are at least one hundred years old, they require constant attention.

MAJOR BUDGET COMPONENTS

The entire budget is for Purchase of Services (POS). Major expenditures are telephone/alarm systems at Lawson Tower, Cudworth House, and Mann House; electricity at these same sites; and natural gas at the Cudworth House and Mann House. Additionally there are numerous annual repair expenses at all sites that must be done.

We attempt to anticipate one to five years in advance what repairs will be required at these sites, but invariably unexpected repairs will always manifest themselves. The Lighthouse Rental Account and the Mann House Rental Account are used to fund the majority of repairs at those two buildings. There is no tenant at the Cudwoth House so all repairs must come from the town. The same is true for Lawson Tower.

FY 12 RISKS AND CHALLENGES

If there is not adequate funding to maintain the town's historic properties, small problems will escalate to major problems. Two examples:

1. A few years ago there was no money set aside to maintain the clock mechanism at Lawson Tower. The required maintenance was deferred and that resulted in a near total rebuilding of the clock mechanism-a very costly repair.

2. The town has spent a large sum of money in recent years refurbishing the bells at Lawson Tower. The bells need to be inspected on a regular basis due to the salt air environment. The company that do the inspection strongly recommends that inspections be done twice a year. This budget request is for only one inspection in FY 2012. We probably can get away with this for one more year, but not in future years.

Scituate Lighthouse: The Lighthouse Rental Account should be able to handle ordinary repairs required there. There is a possibility that the boiler at the lighthouse will have to be replaced soon. The balance in the rental account as of November 17, 2010 is $16,617.35.

Mann House: The balance in the Mann House Rental Account as of November17, 2010 is $13,828.64. There are adequate funds in the Mann House Rental account to handle repairs there.

Cudworth House: Several repairs are anticipated at the Cudworth House in FY 2012. The exact cost is not known, but probably less than $5,000. There might be enough money in the Historic Trust Fund to cover those repairs.

It should be noted that the total budget for FY 2010 was $68,000.00 - $6,000.00 from the regular budget and $62,000.00 from the Historic Trust Account. In fiscal year 2011 the total appropriation was $6,500 which only covered utilities and alarm systems.

Over the past decade the town has done a good job funding major repairs. For a typical year the expenditure was far greater than the request for FY 2012. The small request for this upcoming year must be considered an anomaly. The town must protect the large investment already made in these buildings. If that does not happen, eventual costs will skyrocket.

November 27, 2010

Ms. Patricia Vinchesi, Town Administrator
Scituate Town Hall
600 Chief Justice Cushing Highway
Scituate, MA 02066

Dear Ms.Vinchesi,

Enclosedis our budget request for fiscal year 2012 for Historical Buildings line #691. Due to the financial constraints facing the town, we have held our request to the same level as fiscal year 2011 with the exception of adding $292.00 for water usage at the lighthouse. The total request for water charges at the lighthouse is $1,200.00-up from $908.00 last year. We have increased that amount due to the likely rise in water consumption there due to the extremely dry conditions experienced during the summer of 2010. It should be noted that the actual water use of the lighthouse itself is probably not more than $500 per year. The biggest water use there is for watering planting islands at Lighthouse Park which is not directly part of the Society's oversight responsibility of the lighthouse.

A breakdown of the budget request is as follows:

Electricity:	$1,500.00
Natural gas:	$1,500.00
Water/sewer:	$1,200.00
Telephone for alarm systems:	$2,500.00
Total request:	**$6,700.00**

Obviously this is a bare bones request. There are six town owned historical sites and they are old. Clearly these buildings will need repairs in the near future that are not now adequately funded. Fortunately, there is probably enough money to get through one more year of minimal funding, but after that the town will need to provide monies for upcoming repair costs.

Sincerely,

David Bace

President

Budget 691 Historical Buildings

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.691.0520.5211.0000.0000	ELECTRICITY	$1,393.39	$1,500.00	$606.77	$1,500.00	$1,500.00		
001.691.0520.5213.0000.0000	NATURAL GAS	$109.36	$1,500.00	$99.77	$1,500.00	$1,500.00		
001.691.0520.5231.0000.0000	WATER/SEWER	$0.00	$908.00	$0.00	$1,200.00	$1,200.00		
001.691.0520.5242.0000.0000	REPAIR/MAINT PROP/EQ	$3,303.47	$92.00	$0.00	$0.00	$0.00		
001.691.0520.5341.0000.0000	TELEPHONE	$1,193.09	$2,500.00	$470.72	$2,500.00	$2,500.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$5,999.31	$6,500.00	$1,177.26	$6,700.00	$6,700.00		
Grand Total:		$5,999.31	$6,500.00	$1,177.26	$6,700.00	$6,700.00		

End of Report

700 DEBT SERVICE

720	Debt & Interest

900 EMPLOYMENT BENEFITS

910	Non-Contributory Pensions
911	Plymouth County Retirement
912	Workers' Compensation
913	Unemployment Insurance
914	Contributory Group Insurance
916	Federal Taxes

60 ENTERPRISE FUNDS

61	Widows Walk Golf Course
63	Landfill
64	Sewer
65	Water
66	Waterways

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT:** 720 Debt Budget

MISSION STATEMENT: The Treasurer/Collector is responsible for coordinating all Town borrowing for both the General Fund (tax-supported), and the five self-supporting Enterprise Funds (golf, sewer, transfer, water, and waterways). This includes the various short-term, and long-term debt plan options for existing, and proposed borrowings (e.g. bond anticipation notes/BAN's, general obligation bonds, and MA Water Pollution interim short-term, and long-term bonds, and interfund advance borrowings). The Treasurer/Collector works closely with the Town's fiscal advisor, and bond counsel to implement all borrowing in compliance with MA General Law, and relies upon the assistance of the Town Clerk, Board of Selectmen, Town Administrator, and the Town Accountant to fulfill the requirements of that role properly.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS: For FY12, the total estimated tax-supported debt is $2,276,194 while the total revenue-supported enterprise fund debt is estimated at $3,070,300 per the current debt plan. Of the tax-supported debt, $1,106,450 is raised annually through voter-approved debt exclusion funding for the principal, and interest payments.

MAJOR BUDGET COMPONENTS: For FY12, the total estimated tax-supported debt is $1,999,907 while the total revenue-supported enterprise fund debt is estimated at $3,514,288 per the current debt plan. Of the tax-supported debt, $845,178 is raised annually through voter-approved debt exclusion funding for principal, and interest payments.

FY 12 RISKS AND CHALLENGES: The debt plan is a comprehensive summary of existing debt with the inclusion of expected funding for upcoming projects, equipment, studies, etc. It is a challenging task to foresee the proper timing of borrowing throughout the fiscal year based on multiple conversations with relevant department heads, and convey that to the fiscal advisor, and his staff. Projects are often based on permitting approvals, proper weather conditions, additional grant sources, best case scenario timelines, etc. that can cause delays, and/or urgent cash-flow needs. The Town has also moved proposed bond issues to the current fiscal year to minimize the impact on the tax-supported general fund budget. Relying on future low interest rates continuing is the risk. Maintaining the Town's current Aa2 bond rating from Moody's Rating Agency, which was equivalent to Aa3 prior to the re-configuring of their overall rating system, continues to be a challenge given the economic environment. Achieving a rating upgrade is an even bigger challenge facing the Town.

DEPARTMENTAL ACCOMPLISHMENTS: The Town has been able to borrow with very favorable rates on both short, and long-term debt in the current market conditions. In an effort to further save Town money, the process of using Interfund Advance Borrowings approved by the Board of Selectmen decreased interest costs. This is done by temporarily borrowing against the Stabilization Fund while notifying the Department of Revenue (DOR) of each instance. The "loan" is paid back at the time of the next formal short-term BAN (bond anticipation note) by June 30th of each year with notification to the DOR. Despite difficult economic times, the Town has been able to maintain its rating by Moody's Rating Agency, avoid a downgrade, and continue the prospect of a future upgrade based on overall efforts to control costs, and maintain the Town's reserve funds.

Budget 720 Debt

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.720.0590.5910.0000.0000	PRINCIPAL ON LONG-TERM	$1,607,414.06	$1,700,191.00	$536,858.06	$1,413,858.00	$1,413,858.00		
001.720.0590.5915.0000.0000	INTEREST ON LONG-TERM	$558,641.28	$508,882.00	$260,403.14	$553,559.00	$553,559.00		
001.720.0590.5925.0000.0000	INTEREST ON SHORT-TERM	$15,488.00	$62,121.00	$0.00	$27,490.00	$27,490.00		
001.720.0590.5930.0000.0000	CERTIFICATION OF NOTES	$200.00	$5,000.00	$0.00	$5,000.00	$5,000.00		
SCHEDULE: DEBT - 0590		$2,181,743.34	$2,276,194.00	$797,261.20	$1,999,907.00	$1,999,907.00		
Grand Total:		$2,181,743.34	$2,276,194.00	$797,261.20	$1,999,907.00	$1,999,907.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT:** Non-Contributory Pension #910

MISSION STATEMENT

This budget represents the funding of retirement benefits for those employees whose service began prior to the establishment of the current Plymouth County Retirement contributory system. The state reimburses the Town for past cost of living (COLA) adjustments granted through the year 1999.

MAJOR BUDGET COMPONENTS

There was a 3% COLA for pensioners in FY11; the FY12 budget will assume the same increase. Unless there's a decrease in pension recipients, the FY12 reimbursement should be equal to the FY11 amount of $12,258.

Town of Scituate
Non-Contributory Pensions
3% COLA effective July 1, 2011 (FY12)
(Limited to first $12,000)

Estimate 10.25.10

	Monthly	Annually	Increase	New Annual	**New Monthly**
Margaret W. Allen	1,181.33	14,175.96	360.00	14,535.96	**1,211.33**
Malcolm Hall	1,821.07	21,852.84	360.00	22,212.84	**1,851.07**
G J Patterson	2,058.32	24,699.84	360.00	25,059.84	**2,088.32**
Dorothy Stone	1,327.30	15,927.60	360.00	16,287.60	**1,357.30**
Marion Stone	953.08	11,436.96	343.11	11,780.07	**981.67**
Totals	7,341.10	88,093.20	1,783.11	89,876.31	**7,489.69**

Budget 910 Non-Contributory Pensions

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.910.0512.5179.0000.0000	NON-CONTRIBUTORY PENS	$86,320.08	$88,094.00	$36,705.50	$89,877.00	$89,877.00		
SCHEDULE: PENSION - 0512		$86,320.08	$88,094.00	$36,705.50	$89,877.00	$89,877.00		
Grand Total:		$86,320.08	$88,094.00	$36,705.50	$89,877.00	$89,877.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT:** #911 Plymouth County Retirement

MISSION STATEMENT

Plymouth County Retirement (PCR) bills the Town annually for its share of their fiscal year appropriation. Scituate's current FY11 share is 6.49482% of the total PCR assessment. This fund pays for the retirement benefits of current Town retirees, and contributes to the unfunded liability of the Retirement System. The Town takes advantage of the savings benefit by paying an annual assessment rather than the higher cost of the semi-annual payment that includes interest. In FY12, the savings to the Town equals $61,489.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

MAJOR BUDGET COMPONENTS

This budget is the Town's assessment for retirees' pension distributions. The FY12 budget reduction is due to regained investment income for the unfunded liability that had been lost in FY11. Those expected contributions severely impacted the FY11 target for being fully funded according to PCR's schedule. However, the surplus amount of $14,983, which is the difference between the FY11, and FY12 assessments will be applied to the Town's Other Post Employment Benefits (OPEB) account to begin financing the unfunded liability.

FY 12 RISKS AND CHALLENGES

The market fluctuations will continue to impact the unfunded liability payment schedule in future years. All viable options are being considered by the PCR members in order to adopt a workable solution to satisfy all parties by minimizing the burden on municipalities while maintaining the funding schedule. Legislative action has provided increased funding term limits that have to be approved by the members in order to be adopted. The challenge will be to absorb the expected increases over the next several years with reduced local aid. Market conditions play a major role in recovering, and maintaining the fund's balance.

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Scituate

Actuarial Valuation as of January 1, 2010

Participant Information

Participants	
Actives	393
Inactives	154
Retirees and Disableds	218
Total	765
Payroll	15,332,862
Average	39,015

Valuation Results

Normal Cost	
Employee	1,285,891
Employer	588,735
Administrative Expense	107,876
Total	1,982,502
Actuarial Accrued Liability	
Actives	37,596,965
Inactives	695,801
Retirees and Disableds	38,086,508
Total	76,379,274
Assets	$45,423,100
Unfunded Actuarial Accrued Liability	$30,956,175
Estimated FY12 Contribution - semiannual payments	$3,164,536
Estimated FY12 Contribution - July payment	$3,103,047
Estimated FY13 Contribution - semiannual payments	$3,293,103
Estimated FY13 Contribution - July payment	$3,229,116

Jane Lepardo

From: Beth Dorman - Ply Cty Retirement [bdorman@pcr-ma.org]

Sent: Wednesday, December 01, 2010 1:09 PM

To: Tom O'Brien; Brenda Herbeck; Carolyn Northon; Cindy Mello; crieken@orr.mec.edu; Debbie Kenney; Donna Fontes; duxburyhousingauth.na@verizon.net; Gary Carreiro; Jack Franey; Jane Lepardo; Jeanne Sullivan; John Duggan; John Foster; John Labrache; Judy MacDonald; Karen Sepeck; Kathy Shiavone; Kevin Donovan; kisernio@orr.mec.edu; Laura Kearns; Leo Provost; Marilyn Thompson; Mary Beth Carter; Mary Beth Fernandes; Mary McCoy; Nancy Holt; Nancy Morris; Norwell Housing; Patricia Murphy; Phapembroke@aol.com; Robert Kelley Jr.; Sharon Andrew; tconnolly@town.duxbury.ma.us; 'Whitman Housing Authority'; 'Angela Chandler'; 'Anthony Texeira'; 'Bridgewater Housing'; 'Cassandra Hanson - Silver Lake'; 'David Leary'; 'Dolan, Elaine'; 'Joan Port-Farwell'; 'JoAnn Fawcett'; 'John Tuffy'; 'Josephine Ruthwicz - Middleboro Housing Authority'; 'Kathleen McCarthy'; 'Kathy DeMarsh - Scituate Housing'; 'Kingston Housing Authority'; 'Mattapoisett Housing Authority'; 'Michael Gagne'; 'Paula Linhares'; 'Rockland Housing Authority'; 'Wareham Housing Authority'; 'West Bridgewater Housing Authority'

Subject: Actuarial Valuation as of 1-1-10 for Plymouth County Retirement

To: Treasurers of Member Units
From: William R. Farmer, Executive Director
Date: December 1, 2010

Subject: Actuarial Valuation January 1, 2010

The Plymouth County Retirement Board is attaching the actuarial valuation as of January 1, 2010 prepared by Buck Consultants. The report contains information for the system as a whole together with a page reflecting the status of your governmental entity. This data should be shared with your executive authority.

A copy of the report should be retained for your auditors and banks as they will be seeking this information. We do not have sufficient copies to provide to all interested parties.

The breakout for individual units reflects your individual demographics and ERI's if applicable. Also of note there are two figures for the contribution amount; the annual cost if paid semi-annually and the cost if paid in a lump sum on July 1, 2011. This shows the savings which can be achieved.

If you have any questions do not hesitate to contact this office for clarification.

Beth Dorman
Plymouth County Retirement Association
10 Cordage Park Circle, Suite 234
Plymouth, MA 02360
Phone: (508) 830-1803 Extension 123
Fax: (508) 830-1875
email: bdorman@pcr-ma.org

After Transfer	Actuarial Accrued Liability - Total	Assets	Unfunded Actuarial Accrued Liability	FY11 Contri - Semiann	FY12 Contribution - Semiannual	FY12 Contribution - July Payment	Estimated FY13 Contribution - Semiannual	Estimated FY13 Contribution - July Payment	FYE12 as % Payroll
Rockland	61,640,081	36,657,635	24,982,446	2,620,591	2,484,251	2,435,980	2,584,483	2,534,264	22.17%
Scituate	76,379,274	45,423,100	30,956,175	3,181,614	3,164,536	3,103,047	3,293,103	3,229,116	20.64%
Scituate Housing	1,249,629	743,160	506,469	86,252	75,996	74,519	78,249	76,729	34.18%
Silver Lake Regional School	12,544,497	7,460,269	5,084,228	415,807	431,250	422,870	448,464	439,750	13.34%
South Shore Regional School	5,740,064	3,413,642	2,326,422	239,600	242,730	238,013	252,507	247,600	18.22%
Wareham	56,993,534	33,894,312	23,099,222	2,582,448	2,388,954	2,342,535	2,480,672	2,432,471	20.37%
Wareham Fire District	10,134,461	6,027,010	4,107,451	411,251	426,666	418,375	443,516	434,898	18.53%
Wareham Housing	492,145	292,681	199,464	15,865	21,879	21,454	22,742	22,301	17.49%
West Bridgewater	29,231,280	17,383,974	11,847,306	1,170,680	1,190,054	1,166,930	1,238,766	1,214,696	20.37%
Whitman	33,762,485	20,078,702	13,683,783	1,339,298	1,346,171	1,320,014	1,401,772	1,374,535	22.74%
Whitman/Hanson Regional School	20,399,521	12,131,687	8,267,834	823,541	823,014	807,022	856,834	840,185	16.15%
Whitman Housing	1,396,793	830,679	566,114	56,207	53,226	52,191	55,371	54,295	19.87%
Abington Housing	607,971	361,563	246,408	26,265	24,727	24,246	25,624	25,126	23.97%
Pembroke Housing	1,510,419	898,253	612,166	52,503	58,807	57,665	61,262	60,071	18.78%
Hanson Housing	442,770	263,318	179,453	18,924	18,844	18,477	19,600	19,220	18.27%
Rockland Housing	863,299	513,408	349,891	35,166	40,829	40,035	42,400	41,576	21.72%
Halifax Housing	341,820	203,282	138,538	9,097	13,039	12,786	13,588	13,324	16.06%
Mattapoisett Housing	301,485	179,295	122,191	13,787	10,839	10,628	11,308	11,088	14.47%
Acushnet/Rochester/Marion Health District	215,848	128,366	87,482	5,424	5,173	5,072	5,448	5,342	8.24%
West Bridgewater Housing	102,576	61,002	41,573	5,406	6,016	5,899	6,229	6,108	13.00%
South Shore Tri Town Development	437,643	260,268	177,375	28,321	33,602	32,949	34,700	34,026	8.60%
Retirement Board	0	0	0	0	0	0	0	0	0.00%
	1,132,847,379	673,709,456	459,137,923	45,039,921	46,850,764	45,940,422	48,735,156	47,788,199	20.59%

Budget 911 Contributory Pensions

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.911.0512.5199.0000.0000	PLYMOUTH COUNTY RETIR	$2,758,350.00	$3,118,030.00	$3,118,030.00	$3,103,047.00	$3,103,047.00		
001.911.0512.5966.0000.0000	TRANSFER TO OPEB LIABIL	$0.00	$0.00	$0.00	$14,983.00	$14,983.00		
SCHEDULE: PENSION - 0512		$2,758,350.00	$3,118,030.00	$3,118,030.00	$3,118,030.00	$3,118,030.00		
Grand Total:		$2,758,350.00	$3,118,030.00	$3,118,030.00	$3,118,030.00	$3,118,030.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: WORKERS' COMPENSATION 912**

MISSION STATEMENT

Town of Scituate
Analysis of Workers' Compensation Trust Fund

	Allocation		Actual Expense
FY 12	$ 190,000.00		
FY 11	$ 190,000.00	YTD	$ 68,097.00
FY 10	$ 160,000.00		$ 303,788.00
FY 09*	$ 160,000.00		$ 201,012.00
FY 08	$ 80,000.00		$ 173,476.00
FY 07	$ 80,000.00		$ 156,587.00
FY 06	$ 80,000.00		$ 122,407.00
FY 05	$ 80,000.00		$ 98,220.00
FY 04*	$ 80,000.00		$ 84,865.00
FY 03	$ 100,000.00		$ 57,974.00
FY 02	$ 100,000.00		$ 51,720.00

* Line of Duty included in expenditures included from FY 04 to FY 09. Separate insurance now.

MAJOR BUDGET COMPONENTS

This is a Trust Fund for self-insurance of the Town's workers' compensation costs of injuries incurred by employees at the workplace. It excludes public safety personnel. The budget line item consists of all medical and hospitalization costs, third party administration (TPA), stop/loss, lost wages and any necessitated legal representation.

FY 12 RISKS AND CHALLENGES

Prior to FY 11, historical underfunding resulted in expenses exceeding annual appropriation thus negating the intent of self funding which is to build a substantive reserve to guard against catastrophic loss. In addition, as the Fund is liquid it is viewed as an additional reserve asset by bond rating agencies.

YTD for FY 11 still shows high expense activity on the fund despite low claims. One of the high claim accounts in FY 10 was settled, another claimant has filed for disability retirement, but medical expenses remain high and are expected to do so in the future. An FY 12 DPW goal is to increase training for staff in worker safety to insure injuries on the job are minimized.

The fund goal for our number of employees should be about $750,000. At a minimum, the interest generated annually from the fund should pay its ongoing administrative expenses such as the cost of the third party administrator and stop/loss premium cost.

At the April 2010 ATM, the Fund was reclassified as a Special Revenue Fund so now the fund will retain the interest and all available funds can be used and not closed each fiscal year.

Budget 912 Workers Compensation

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.912.0515.5199.0000.0000	WORKERS COMPENSATION	$160,000.00	$190,000.00	$65,993.68	$190,000.00	$190,000.00		
SCHEDULE: EMPLOYEE BENEFITS - 0515		$160,000.00	$190,000.00	$65,993.68	$190,000.00	$190,000.00		
Grand Total:		$160,000.00	$190,000.00	$65,993.68	$190,000.00	$190,000.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: UNEMPLOYMENT 913**

MISSION STATEMENT:
N/A

Expenditure Summary	FY 07	FY 08	FY 09	FY 10	FY 11
Amount Appropriated	$33,000.00	$40,000.00	$96,000.00	$185,000.00	$ 300,000.00
Amount Expended	$30,549.00	$39,461.00	$83,600.00	$ 201,137.00	$ 86,000.00 Thru 10/10

MAJOR BUDGET COMPONENTS

This account funds unemployment costs for eligible town and school employees no longer working for the Town. Typically, most costs are incurred during June, July and August. The Town engages an unemployment consultant to monitor and verify actual claims which help insure costs are warranted. The FY 10 and FY 11 budgets were increased significantly over FY 09 in anticipation of school layoffs.

F[illegible]2 RISKS AND CHALLENGES

With continued uncertainty about FY 12, the account must remain at, or exceed the current FY 11 appropriated amount for any reduction in force.

DESCRIPTION OF REVENUE	FY/09	FY/10	FY/11 YTD	FY/12	Comments
N/A					

Budget 913 Unemployment

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.913.0515.5199.0000.0000	UNEMPLOYMENT INSURAN	$211,607.37	$300,000.00	$86,891.42	$300,000.00	$300,000.00		
SCHEDULE: EMPLOYEE BENEFITS - 0515		$211,607.37	$300,000.00	$86,891.42	$300,000.00	$300,000.00		
Grand Total:		$211,607.37	$300,000.00	$86,891.42	$300,000.00	$300,000.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT:** #914 Contributory Group Insurance

Mission Statement: This appropriation funds the Town's share of the health, and life insurance premiums for all eligible Town employees, and retirees. The Town is a member of the Mayflower Municipal Health Group (FKA the Plymouth County Health Group), which is composed of several Plymouth County municipalities, and school districts, as well as the recent addition of Plymouth County employees. Pursuant to MA General Law Chapter 32B, any active, permanent Town employee working a minimum of twenty hours per week is eligible for group insurance as a benefit of employment.

Departmental Goals and Objectives with key result areas: The department goal is to provide quality health insurance plan options to employees, and retirees, as well as timely information regarding insurance benefits, and regulations. Contributions from all participants are managed through the Treasurer/Collector's office, a time-consuming, and labor-intensive process. Referrals to appropriate parties are given as necessary.

Major Budget Components: The predominant amount of this budget is estimated for the employer's share of insurance costs. In FY11, a new benefit plan, Health Reimbursement Agreement (HRA), was offered to reimburse employees for increased co-pay costs. It has been added to the FY12 budget as an additional cost for the services of Cafeteria Plan Advisors (CPA) to manage the plan along with the estimated cost of reimbursements made to eligible employees, and retirees.

FY 12 Risks and Challenges: The risk is having insufficient funds budgeted to provide coverage for new hires, and those employees formerly covered elsewhere (e.g. spouse's plan). Estimates are based on current enrollment, and does not include surplus dollars for new enrollees. Spousal job losses have contributed to increased participants in the Town's plan. Recent law changes have increased the office workload by requiring careful monitoring of employees' eligibility, as well as those declining insurance coverage. There have also been challenges coordinating the COBRA for those no longer employed by the Town, especially given the activity involved in union staff changes during layoff periods. Health Insurance Reform now requires a reconciliation of dollars owed to the Town for retirees' health insurance premiums, and a billing process for municipalities to assess the costs to former public employers of current retirees. The mandate is under review for a delayed implementation date in order to create a process for this new procedure.

Departmental Accomplishments: In collaboration with the Town Administrator in FY11, the office coordinated the new Health Reimbursement Agreement (HRA) benefit for those employees whose HMO health insurance co-pay increased. The staff continues to work towards improving, and increasing communication with employees, retirees, Mayflower Health Group staff, and School Department Human Resource staff in order to insure compliance with new laws, and eligibility criteria which are in a constant state of change these days.

Town of Scituate FY12 Health Insurance Projections for Employer Share

Enrollment as of November 23, 2010

#914 Contributory Group Insurance

Health Insurance Plan	FY11 @ Mo	FY12 @ 13%	School	Town	Retirees	Total Enrolled	Monthly Employer Cost
NetBlue Ind	432.89	489.17	119	58	65	242	118,378.10
NetBlue Fam	838.46	947.46	113	80	26	219	207,493.70
Netblue Rate Saver	412.45	466.07	0	0	0	0	0.00
Netblue Rate Saver	799.24	903.14	2	0	0	2	1,806.28
BC Carve Out (A)	320.50	362.17	0	0	1	1	362.17
HP HMO Ind	458.44	518.04	18	6	0	24	12,432.89
HP HMO Fam	886.69	1,001.96	13	4	0	17	17,033.31
HP HMO Rate Saver Ind	434.35	490.82	0	0	0	0	0.00
HP HMO Rate Saver Fam	840.58	949.86	1	0	0	1	949.86
BC Blue Care PPO Ind	421.00	475.73	3		13	16	7,611.68
BC Blue Care PPO Fam	998.00	1,127.74	6	3	4	13	14,660.62
Managed Blue Seniors	207.49	234.46			17	17	3,985.79
Medex	209.00	236.17			297	297	70,142.49
TOTAL Enrolled & Monthly Cost						**849**	**454,856.88**
Life Insurance Plan							
Boston Mutual Insurance Company	0.81		150	144	334	**628**	**508.68**

Health Reimbursement Agreement (HRA)	Cost @ Participant	Avg Paid @ Mo	Total Enrolled	
Cafeteria Plan Advisors - Admin. Fee	4.50		498	2,241.00
Average Claims Paid		1,219.00		1,219.00
TOTAL Monthly Cost				**3,460.00**
FY12 Sub-Total Estimate				**$5,505,906.76**

Consultant Cost	Annual Cost	
Cook, and Company	3,000.00	**3,000.00**
TOTAL FY12 Estimate		**$5,508,906.76**

Budget 914 Contributory Group Insurance

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.914.0515.5199.0000.0000	CONTRIBUTORY GROUP IN	$4,474,571.60	$5,193,724.00	$2,449,994.15	$5,508,907.00	$5,508,907.00		
SCHEDULE: EMPLOYEE BENEFITS - 0515		$4,474,571.60	$5,193,724.00	$2,449,994.15	$5,508,907.00	$5,508,907.00		
Grand Total:		$4,474,571.60	$5,193,724.00	$2,449,994.15	$5,508,907.00	$5,508,907.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT:** #916 Federal Taxes

MISSION STATEMENT

This appropriation funds the Town's federal employer contribution that matches the employees' 1.45% Medicare contribution.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

MAJOR BUDGET COMPONENTS

FY 12 RISKS AND CHALLENGES

The annual challenge is to sufficiently fund the FICA cost to cover fluctuations in employment.

DEPARTMENTAL ACCOMPLISHMENTS

Previously, the budgeted FICA was insufficient to cover the annual employer share matches.

Town of Scituate FY12 Federal Tax (FICA) Employer Share Projection

Enrollment as of October 2010

#916 Federal Tax

FY11 July - October 21 YTD Cost	110,226.13
FY11 October 28 Actual (Town)	2,604.23
FY11 Town Nov - June Estimate	91,148.05
FY11 School Nov - June Estimate	327,633.02
Estimated Increase @ 4%	21,264.46
TOTAL FY12 Estimated Cost	**$552,875.89**

Budget 916 Federal Taxes

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
001.916.0515.5199.0000.0000	FEDERAL TAXES	$456,024.72	$487,000.00	$151,397.39	$552,876.00	$552,876.00		
SCHEDULE: EMPLOYEE BENEFITS - 0515		$456,024.72	$487,000.00	$151,397.39	$552,876.00	$552,876.00		
Grand Total:		$456,024.72	$487,000.00	$151,397.39	$552,876.00	$552,876.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET **DEPARTMENT: Golf Enterprise Fund**

MISSION STATEMENT

Widow's Walk Golf Course endeavors to offer the best valued golf experience on the South Shore by providing a well manicured championship course with friendly customer service. Scituate residents are granted special policies and pricing to encourage a high level of activity from our community members. It is the intent of this enterprise operation to offset all expenses through the collection of reasonable usage fees.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Provide a golfing experience that is unrivaled by our competition.

Continue to update Operations Manual to aid in training staff on the art of friendly customer service and diplomatic "pace of play management. (annual in April and/or at time of new hire)

Continue to meet with Course Superintendent regarding course conditions and playability. (monthly during golf season)

Work with Town Administrator on improving and enhancing the food and beverage operation and developing new RFP criteria for bidding in FY12. (ongoing)

Increase the percentage of new visitors to our facility.

Offer highly discounted single use green fees through innovative free marketing vehicles.

Test new markets with a portion of our traditional advertising expenditures.

Reduce weekend outing fees to encourage additional "special occasion" group activity.

Utilize discount coupon offers on website. (ongoing)

Reduce the occurrences of costly vandalism to the golf course.

Explore options for affordable and inconspicuous surveillance equipment. (ongoing)

Work with Police Chief to identify frequently vandalized course areas for more effective use of police patrols. (ongoing)

Request assistance from golfers and course neighbors to report observed abusive or suspicious activities.

Secure an increased number of return customers.

Develop a database to keep clients informed of upcoming events and promotions through email blasts.

Clubhouse postings to familiarize golfers of current "special offers". (ongoing)

Open frequent player card sales to non-residents.

Contract and stay in touch with Facebook "friends".

Work with local and national golf organizations to "Grow the Game of Golf".

Host a NEPGA Junior Tour event. (July – August)
Continued coordinated efforts with Scituate Recreation to introduce juniors and adults to golf through clinic offerings. (ongoing)
Extend weekend junior hours to encourage added family participation.

MAJOR BUDGET COMPONENTS

Widow's Walk is the only full time daily fee golf course accessible to all Scituate residents. The facility also serves as a convenient location for surrounding towns that lack a public course of their own such as Cohasset, Norwell, Hull, and Hanover; as well as a more affordable option for some of the towns with public golf such as Hingham, Marshfield, Plymouth, and Quincy. We also provide our residents with the only public driving range/practice area within a reasonable driving distance. Although we encourage any and all play, we offer cost saving opportunities and reservation privileges exclusive to Scituate residents. Widow's Walk serves as the home of the Scituate High School Golf Team and is the site for all Scituate Recreation golf programs as well as the annual town Easter Egg Hunt. The facility is also an excellent choice for hosting fundraising activities, whether it is a sizeable golf tournament and/or a limited size banquet.
In order of total cost, the major expenditures for the golf course come from the following areas:

IGM course maintenance fee
Long term debt
Golf operations salaries
Equipment rentals and leases
Indirect costs
Technical services
Repairs and maintenance
Electricity

FY 12 RISKS AND CHALLENGES

The current economic conditions have made revenue generation extremely challenging for everyone in the golf business and for that matter any industry that is reliant upon discretionary spending. Recently, I attended the PGA of America's annual meeting, held in Boston. The leaders from all facets of golf were gathered to share their views on the current state of the golf industry. The following are some of the common themes of their deliveries:

- The "Economic Tsunami" caught everyone by surprise.
- We are all struggling for golf rounds and revenue.
- Do not discount fees in an attempt to gain market share, it will likely result in revenue loss.
- Do not take on any unnecessary debt.
- Manage expenses as lean as possible without causing a noticeable decrease in service.
- We need to "Grow the Game of Golf" in order to return the peak participation levels at the start of this century.

This time a year ago I mistakenly attributed our struggling revenues to the terrible weather conditions of 2009. Early this season it became evident that although the bad weather certainly didn't help us, it was more about the economy. The first three months of the 2010 golf season brought excellent weather and our course was in the best condition since its inception, yet our revenues were actually down on a year over year comparison. Once recognized, a number of promotions were attempted without a great deal of success.
We are presently exploring some innovative marketing concepts designed to attract new visitors to our facility. Once captured, we plan to keep in touch through email blasts and new social media networks such as Facebook. Customer retention is particularly challenging at Widow's Walk due primarily to the difficult nature of the course. That said we are blessed to have a nice group of loyal customers who appear to enjoy the challenge. The more new visitors we can attract, the better chance of adding to that core. Fortunately, we have already made some revenue gains in this area as a result of minor price increases along with some additional season pass offerings, which will move forward.
Our physical structure and "curb appeal" continue to lag behind most of our competition. But, even in light of the historically low cost of borrowing money, with the economic conditions that we are currently facing I cannot suggest improvements that would involve taking on any new debt at this time. Status quo in these areas will continue to challenge our ability to attract large golf outing groups. However, we will focus extra attention on catering to smaller sized groups that are often ignored by courses with large function space.
My final concern leading into the new fiscal year is that of escalating golf course vandalism in both frequency and damage. We accept the fact that in this business we are never in total control of possible revenue loss due to undesirable environmental conditions and their adverse affects to course conditioning. But, it is particularly disturbing to have this additional unnecessary threat with similar consequences.
As always, and especially in light of a questionable revenue stream, fiscal responsibility will be practiced with intent to improve the bottom line by returning a portion of our budgeted expenses.

DEPARTMENTAL ACCOMPLISHMENTS

The playing conditions of our golf course and the quality of golf operation staffing continue to be at best ever levels, and considered very favorable in comparison to our competition. Combined with our extremely competitive rates, we feel that there is no better golfing value currently offered on the South Shore. These factors have contributed to accomplishments/awards in the following areas:

South Shore Living magazine "Best Public Golf Course".

Community Newspapers Reader's Choice "Best Golf Course" South Shore.
New highs in total revenue for season passes, driving range, rental income, and league play.
Scituate Recreation golf program participation continues to be very strong.
Host site for Scituate High School Golf Team, saving the town close to $4,000 in green fee and range expense.

DESCRIPTION OF REVENUE	YTD				
	FY/09	FY/10	FY/11	FY/12	Comments
Dues - season pass, contract, frequent player card, groupon	140,890	150,463	160,000	198,500	Add groupon and open F/P cards to non-residents
Green fees	759,396	723,283	720,000	735,000	New/repeat customers
Rain checks	(6,943)	(3,643)	(3,500)	(3,500)	
Cart fees	168,081	155,095	155,000	150,000	Promotions
Club rentals	2,330	2,087	2,500	2,500	
Range fees	52,609	55,273	53,000	55,000	
Handicap fees	13,610	11,300	11,500	11,500	
Total usage fees	1,129,973	1,093,858	1,089,000	1,149,000	
Total merchandise sales	103,479	98,565	90,000	90,000	
Total rentals	33,250	37,000	43,375	44,000	
Total earning on investments	3,499	1,495	1,500	1,500	
Miscellaneous revenue	1,702	0	0	0	
Cash over/(under)	105	16	0	0	
Total miscellaneous revenue	1,807	16	0	0	
Grand total	1,272,008	1,230,934	1,223,875	1,284,500	

Budget 661 Widows Walk

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
061.661.0510.5110.0000.0000	REGULAR SALARIES	$64,729.54	$66,319.00	$29,541.47	$67,542.00	$66,218.00		
061.661.0510.5190.0000.0000	SEASONAL SALARIES	$107,243.36	$105,000.00	$63,035.07	$105,360.00	$105,360.00		
SCHEDULE: PERSONAL SERVICES - 0510		$171,972.90	$171,319.00	$92,576.54	$172,902.00	$171,578.00		
061.661.0520.5211.0000.0000	ELECTRICITY	$23,355.82	$25,000.00	$10,130.43	$20,000.00	$22,000.00		
061.661.0520.5213.0000.0000	NATURAL GAS	$4,834.80	$4,500.00	$1,602.98	$5,000.00	$4,500.00		
061.661.0520.5231.0000.0000	WATER/SEWER	$0.00	$2,750.00	$128.00	$1,542.00	$2,750.00		
061.661.0520.5240.0000.0000	REPAIRS & MAINTENANCE	$14,887.98	$18,500.00	$8,432.56	$16,100.00	$16,100.00		
061.661.0520.5270.0000.0000	RENTALS & LEASES	$59,697.75	$62,734.00	$30,269.05	$62,664.00	$62,664.00		
061.661.0520.5273.0000.0000	OUTSIDE CART RENTALS	$0.00	$500.00	$0.00	$0.00	$0.00		
061.661.0520.5301.0000.0000	MANAGEMENT FEE	$448,858.20	$462,659.00	$223,484.57	$462,659.00	$462,659.00		
061.661.0520.5302.0000.0000	MARKETING	$1,429.90	$6,000.00	$2,880.00	$4,000.00	$4,000.00		
061.661.0520.5303.0000.0000	HANDICAP SERVICE	$6,083.75	$8,500.00	$1,483.75	$6,100.00	$6,000.00		
061.661.0520.5309.0000.0000	TECHNICAL SERVICES	$20,310.46	$27,050.00	$17,070.51	$25,050.00	$25,000.00		
061.661.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$200.00	$30.00	$1,400.00	$750.00		
061.661.0520.5341.0000.0000	TELEPHONE	$2,154.34	$1,320.00	$784.80	$2,000.00	$1,600.00		
061.661.0520.5343.0000.0000	BINDING & PRINTING	$1,206.00	$0.00	$0.00	$0.00	$0.00		
061.661.0520.5344.0000.0000	POSTAGE & DELIVERY	$153.45	$200.00	$71.99	$200.00	$150.00		
061.661.0520.5580.0000.0000	OTHER SUPPLIES	$893.93	$0.00	$660.00	$0.00	$0.00		
061.661.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$0.00	$300.00	$0.00	$200.00	$100.00		
061.661.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$886.00	$950.00	$746.00	$950.00	$950.00		
061.661.0520.5960.0000.0000	INDIRECT COSTS	$40,034.00	$52,567.00	$0.00	$47,994.00	$47,994.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$624,786.38	$673,730.00	$297,774.64	$655,859.00	$657,217.00		

Budget 661 Widows Walk

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
061.661.0540.5420.0000.0000	OFFICE SUPPLIES	$2,133.63	$2,000.00	$359.75	$2,000.00	$1,200.00		
061.661.0540.5421.0000.0000	MERCHANDISE SUPPLIES	$50,089.08	$67,000.00	$20,614.51	$59,000.00	$59,000.00		
061.661.0540.5422.0000.0000	CART SUPPLIES	$11,605.81	$4,000.00	$70.56	$9,000.00	$9,000.00		
061.661.0540.5424.0000.0000	RANGE SUPPLIES	$4,269.46	$4,000.00	$631.38	$3,500.00	$3,500.00		
061.661.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$2,000.00	$0.00	$1,400.00	$1,000.00		
061.661.0540.5580.0000.0000	OTHER SUPPLIES	$0.00	$1,440.00	$554.97	$800.00	$200.00		
061.661.0540.5581.0000.0000	CLOTHING	$1,493.95	$1,600.00	$0.00	$1,000.00	$1,000.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$69,591.93	$82,040.00	$22,231.17	$76,700.00	$74,900.00		
061.661.0580.5800.0000.0000	CAPITAL EXPENSES	$4,652.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$4,652.00	$0.00	$0.00	$0.00	$0.00		
061.661.0590.5910.0000.0000	PRINCIPAL ON LONG TERM	$295,000.00	$300,000.00	$300,000.00	$310,000.00	$310,000.00		
061.661.0590.5915.0000.0000	INTEREST ON LONG TERM	$85,415.00	$77,750.00	$40,937.50	$68,975.00	$68,975.00		
SCHEDULE: DEBT - 0590		$380,415.00	$377,750.00	$340,937.50	$378,975.00	$378,975.00		
Grand Total:		$1,251,418.21	$1,304,839.00	$753,519.85	$1,284,436.00	$1,282,670.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: TRANSFER STATION

MISSION STATEMENT:

To cost effectively dispose of household waste while meeting the needs of the stakeholders in a clean and pleasant manner.

FY/2011 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Maintain Recycling rate in Scituate to above 50%.
- Reduce MSW disposal costs.
- Continue to make visiting the Transfer Station a pleasant experience for Members.
- Maintain positive cash flow and the enterprises Reserve Fund.
- Implement a cashless system at the Transfer Station to reduce employee risk.
- Develop and implement new sticker pricing program that will allow direct sales at the Transfer Station and website vs Town Hall.

MAJOR BUDGET COMPONENTS

- Disposal costs 45%
- Personnel Services 15%
- Intergovernmental Charge 9%
- Landfill maintenance 9%
- Bags 8%
- Equipment Maintenance 7%
- Utilities and Fuel 2%

FY 12 RISKS AND CHALLENGES

- Currently, one employee is on sick leave. The Transfer station is operating short-handed, causing additional overtime on weekends and during the week to cover. We have temporarily hired a person to fill-in and reduce costs. This needs to continue or OT costs will rise.
- The landfill gas extraction system (aka "flare") is in need of rebuilding

DEPARTMENTAL ACCOMPLISHMENTS

- Maintained a positive cash flow and began building a Reserve Fund
- Improved % of recycling for the Town
- Fixed the "tearing bag" problem for Members
- Implemented new program of "Blue Bag" control and distribution
- Implemented "Orange Bag" program to recover lost revenue
- Hired a new employee who has been successfully integrated and making a huge contribution.
- Implemented enhanced site cleaning program to improve experience for Members
- Using employees to supplement Highway & Grounds staff during emergencies

TRANSFER STATION REVENUES

Revenue	FY09	FY 10	FY11 Budget	FY 12 Projected	Comments
Stickers	416k	403k	402k	402k	
Blue Bags	437k	493k	496k	496k	
Bulky Waste	168k	180k	183k	183k	
Recycle	30k	17k	17k	17k	
General Fund	100k	100k	100k	100k	
Interest	0k	0k	0k	0k	
Total	1,151k	1193k	1198k	1198k	

Budget 433 Transfer Station Enterprise

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
063.433.0510.5110.0000.0000	REGULAR SALARIES	$128,930.36	$159,712.00	$53,565.59	$170,652.00	$170,652.00		
063.433.0510.5120.0000.0000	OVERTIME	$43,878.51	$20,660.00	$15,681.31	$21,087.00	$21,087.00		
063.433.0510.5130.0000.0000	LONGEVITY	$1,300.00	$2,300.00	$800.00	$2,150.00	$2,150.00		
063.433.0510.5190.0000.0000	SEASONAL SALARIES	$24,114.51	$5,320.00	$6,690.53	$5,460.00	$5,460.00		
063.433.0510.5191.0000.0000	OTHER SALARIES	$1,948.80	$4,008.00	$1,112.52	$4,912.00	$4,912.00		
SCHEDULE: PERSONAL SERVICES - 0510		$200,172.18	$192,000.00	$77,849.95	$204,261.00	$204,261.00		
063.433.0520.5211.0000.0000	ELECTRICITY	$13,400.69	$12,000.00	$1,983.75	$14,940.00	$14,940.00		
063.433.0520.5231.0000.0000	WATER/SEWER	$0.00	$4,800.00	$975.54	$4,800.00	$4,800.00		
063.433.0520.5242.0000.0000	REPAIR & MAINTENANCE	$27,456.70	$37,100.00	$9,185.08	$37,100.00	$30,000.00		
063.433.0520.5245.0000.0000	VEHICLE SERVICE	$18,380.59	$32,000.00	$13,863.05	$32,000.00	$22,000.00		
063.433.0520.5271.0000.0000	HAULING CONTRACTS	$556,066.91	$600,000.00	$203,881.14	$600,000.00	$600,000.00		
063.433.0520.5309.0000.0000	TECHNICAL SERVICES	$66,150.00	$70,000.00	$14,124.06	$70,000.00	$70,000.00		
063.433.0520.5341.0000.0000	TELEPHONE	$281.54	$900.00	$122.22	$900.00	$400.00		
063.433.0520.5343.0000.0000	BINDING & PRINTING	$1,378.00	$2,000.00	$84.00	$2,000.00	$1,400.00		
063.433.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$4,500.00	$4,500.00	$135.00	$4,500.00	$4,500.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$687,614.43	$763,300.00	$244,353.84	$766,240.00	$748,040.00		
063.433.0540.5423.0000.0000	SUPPLIES	$28,001.83	$51,759.00	$77,872.50	$100,000.00	$100,000.00		
063.433.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$400.00	$0.00	$400.00	$400.00		
063.433.0540.5430.0000.0000	BUILDING SUPPLIES	$1,680.39	$3,000.00	$6,605.39	$3,000.00	$3,000.00		
063.433.0540.5431.0000.0000	EQUIPMENT PARTS	$12,847.69	$25,000.00	$9,104.12	$25,000.00	$25,000.00		
063.433.0540.5451.0000.0000	CLEANING SUPPLIES	$602.07	$600.00	$0.00	$1,000.00	$1,000.00		
063.433.0540.5480.0000.0000	VEHICLE SUPPLIES	$0.00	$200.00	$396.28	$200.00	$200.00		

Budget 433 Transfer Station Enterprise

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
063.433.0540.5481.0000.0000	FUELS & LUBRICANTS	$12,161.05	$18,000.00	$2,298.22	$18,000.00	$16,000.00		
063.433.0540.5484.0000.0000	TOOLS & EXPENDABLES	$0.00	$400.00	$0.00	$1,400.00	$800.00		
063.433.0540.5581.0000.0000	CLOTHING	$1,800.00	$2,200.00	$1,350.00	$2,200.00	$2,200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$57,093.03	$101,559.00	$97,626.51	$151,200.00	$148,600.00		
063.433.0561.5960.0000.0000	INDIRECT COSTS	$66,841.00	$118,515.00	$0.00	$120,040.00	$120,040.00		
SCHEDULE: INTERGOVERNMENTAL - 0561		$66,841.00	$118,515.00	$0.00	$120,040.00	$120,040.00		
063.433.0580.5851.0000.0000	EQUIPMENT	$0.00	$0.00	$0.00	$20,000.00	$20,000.00		
063.433.0580.5853.0000.0000	OFFICE EQUIPMENT	$0.00	$200.00	$0.00	$2,000.00	$2,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$200.00	$0.00	$22,000.00	$22,000.00		
063.433.0590.5910.0000.0000	PRINCIPAL ON LONG TER	$37,000.00	$37,000.00	$0.00	$37,000.00	$57,000.00		
063.433.0590.5915.0000.0000	INTEREST ON LONG TERM	$22,843.24	$21,733.00	$10,866.63	$21,733.00	$27,373.00		
063.433.0590.5925.0000.0000	INTEREST ON SHORT TERM	$0.00	$4,488.00	$0.00	$4,488.00	$0.00		
SCHEDULE: DEBT - 0590		$59,843.24	$63,221.00	$10,866.63	$63,221.00	$84,373.00		
Grand Total:		$1,071,563.88	$1,238,795.00	$430,696.93	$1,326,962.00	$1,327,314.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: SEWER DIVISION

MISSION STATEMENT:

- Assure the proper collection and treatment of wastewater in an environmentally sound and cost effective manner to protect human health while meeting NPDES discharge permit and other regulated operating requirements.
- Expand capacity of the system to serve new customers by taking steps to eliminate or reduce ground water infiltration (I&I program)
- Maintain a high quality effluent and meet all regulatory requirements.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Provide efficient, continuous operation of the division so that all legal requirements are met at reasonable cost and without unnecessary consumption of resources.
- Provide the Director of Public Works with information essential to planning, budgeting, and management of the wastewater treatment facility and the collection system.
- To provide a safe, enjoyable, workplace environment that promotes a strong work ethic.
- Ensure accurate record keeping practices are in place.
- Establish and maintain a good public relations strategy that will address concerns and meet the expectations of our customer base.

MAJOR BUDGET COMPONENTS

- Debt Service 59%
- Personnel services 14%
- Utilities & Fuel 8%
- Intergovernmental 6%
- Sludge Disposal 5%
- Chemicals 3%
- Maintenance 2%

FY 12 RISKS AND CHALLENGES

- Reducing the I&I problem in the collection system to meet DEP expectations and perm expansion of the system to additional residents.
- Changing regulatory permit requirements:
  - May increase amount and/or frequency of testing WWTP effluent.
  - May add additional requirements to NPDES permit and/or increase difficulty of meeting new limits.
- Chemical costs have recently been erratic.

DEPARTMENTAL ACCOMPLISHMENTS

- Inspected 48 manholes
- Inspected 18 new sewer connections
- Operated facilities within Town Meeting Approved Budget and met regulatory requirements
- Participated in the North and South River Watershed Association's River Water Watch Program
- Cleaned 1825 feet of 8" and 10" V.C. pipe
- Completed Rosa's lane area sewer project and began hook-up phase
- Conducted 150 house inspections looking for illegal sewer connections
- Hired Tighe & Bond to increase rate of I&I detection
- Hired Weston & Sampson to revise Sewer Rules & Regulations and include a strengthened Fats, Oils and Grease component
- Hired new operator-in-training and began his technical training

SEWER REVENUES

Revenue	FY 09	FY10	FY 11 Budget	FY 12 Budget	Comments
Sewer Use Fees	899k	814k	814k	814k	
Disposal fees	152k	149k	149k	149k	
Connection fees	10k	25k	25k	25k	
Permits, other	0k	0k	0k	0k	
Tax liens	139k	150k	150k	150k	
Total	1,200k	1,138k	1138k	1,138k	

Budget 440 Sewer Enterprise

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
064.440.0510.5110.0000.0000	REGULAR SALARIES	$327,282.06	$368,348.00	$147,000.26	$389,067.00	$389,067.00		
064.440.0510.5120.0000.0000	OVERTIME	$24,093.96	$23,373.00	$10,196.08	$25,442.00	$25,442.00		
064.440.0510.5130.0000.0000	LONGEVITY	$2,900.00	$3,750.00	$800.00	$3,800.00	$3,800.00		
064.440.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$0.00	$0.00	$0.00	$0.00		
064.440.0510.5190.0000.0000	SEASONAL SALARIES	$6,004.00	$3,400.00	$3,420.00	$4,000.00	$3,400.00		
064.440.0510.5191.0000.0000	OTHER SALARIES	$9,770.90	$10,457.00	$5,761.00	$10,719.87	$10,700.00		
SCHEDULE: PERSONAL SERVICES - 0510		$370,050.92	$409,328.00	$167,177.34	$433,028.87	$432,409.00		
064.440.0520.5211.0000.0000	ELECTRICITY	$275,023.83	$217,394.00	$86,278.26	$263,264.00	$263,264.00		
064.440.0520.5213.0000.0000	NATURAL GAS	$24,265.46	$24,500.00	$1,978.24	$25,725.00	$24,500.00		
064.440.0520.5231.0000.0000	WATER/SEWER	$0.00	$11,547.00	$719.50	$11,485.31	$11,500.00		
064.440.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	$350.00	$600.00	$350.00	$600.00	$200.00		
064.440.0520.5242.0000.0000	REPAIR & MAINTENANCE	$22,180.48	$28,000.00	$3,171.31	$28,000.00	$24,000.00		
064.440.0520.5245.0000.0000	VEHICLE SERVICE	$1,970.18	$1,000.00	$636.12	$1,000.00	$1,000.00		
064.440.0520.5271.0000.0000	RENTALS EQUIPMENT	$164,797.79	$177,006.00	$54,901.63	$171,510.00	$171,500.00		
064.440.0520.5308.0000.0000	TRAINING	$1,562.91	$0.00	$0.00	$800.00	$800.00		
064.440.0520.5309.0000.0000	TECHNICAL SERVICES	$13,488.24	$35,000.00	$3,030.00	$20,000.00	$20,000.00		
064.440.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$1,000.00	$287.00	$800.00	$500.00		
064.440.0520.5341.0000.0000	TELEPHONE	$4,824.76	$4,920.00	$2,101.18	$4,920.00	$4,920.00		
064.440.0520.5343.0000.0000	BINDING & PRINTING	$0.00	$0.00	$147.00	$0.00	$0.00		
064.440.0520.5344.0000.0000	POSTAGE & DELIVERY	$203.55	$250.00	$113.57	$250.00	$250.00		
064.440.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$718.00	$400.00	$0.00	$400.00	$400.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$509,385.20	$501,617.00	$153,713.81	$528,754.31	$522,834.00		

Budget 440 Sewer Enterprise

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
064.440.0540.5420.0000.0000	OFFICE SUPPLIES	$783.15	$550.00	$369.61	$750.00	$750.00		
064.440.0540.5423.0000.0000	SUPPLIES	$159.13	$1,200.00	$0.00	$1,200.00	$400.00		
064.440.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$500.00	$0.00	$500.00	$500.00		
064.440.0540.5430.0000.0000	BUILDING SUPPLIES	$2,285.42	$2,000.00	$1,025.17	$2,000.00	$2,000.00		
064.440.0540.5431.0000.0000	EQUIPMENT PARTS	$30,636.20	$26,000.00	$7,970.32	$27,471.00	$26,000.00		
064.440.0540.5451.0000.0000	CLEANING SUPPLIES	$303.90	$600.00	$0.00	$600.00	$600.00		
064.440.0540.5480.0000.0000	VEHICLE SUPPLIES	$0.00	$500.00	$0.00	$500.00	$500.00		
064.440.0540.5481.0000.0000	FUELS & LUBRICANTS	$4,878.00	$6,500.00	$1,836.98	$6,500.00	$6,000.00		
064.440.0540.5484.0000.0000	TOOLS & EXPENDABLES	$0.00	$0.00	$0.00	$0.00	$0.00		
064.440.0540.5501.0000.0000	CHEMICAL & LAB SUPPLIES	$80,532.55	$86,600.00	$34,236.05	$90,600.00	$88,000.00		
064.440.0540.5581.0000.0000	CLOTHING	$2,456.41	$3,150.00	$2,250.00	$3,150.00	$2,700.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$122,034.76	$127,600.00	$47,688.13	$133,271.00	$127,450.00		
064.440.0561.5960.0000.0000	INDIRECT COSTS	$117,918.00	$164,409.00	$0.00	$189,373.00	$189,373.00		
SCHEDULE: INTERGOVERNMENTAL - 0561		$117,918.00	$164,409.00	$0.00	$189,373.00	$189,373.00		
064.440.0580.5851.0000.0000	EQUIPMENT	$0.00	$0.00	$3,460.00	$8,000.00	$8,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$0.00	$3,460.00	$8,000.00	$8,000.00		
064.440.0590.5910.0000.0000	PRINCIPAL ON LONG TERM	$1,236,059.47	$1,268,280.00	$1,057,885.20	$1,268,280.00	$1,380,446.00		
064.440.0590.5915.0000.0000	INTEREST ON LONG TERM	$506,875.03	$474,064.00	$169,477.69	$474,064.00	$505,625.00		
064.440.0590.5925.0000.0000	INTEREST ON SHORT TERM	$14,914.67	$155,639.00	$0.00	$155,639.00	$127,010.00		
064.440.0590.5930.0000.0000	CERT OF NOTES	$1,000.00	$0.00	$0.00	$0.00	$0.00		
SCHEDULE: DEBT - 0590		$1,758,849.17	$1,897,983.00	$1,227,362.89	$1,897,983.00	$2,013,081.00		

Budget 440 Sewer Enterprise

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
Grand Total:		$2,878,238.05	$3,100,937.00	$1,599,402.17	$3,190,410.18	$3,293,147.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: WATER DIVISION

MISSION STATEMENT:

- Provide safe, sanitary, tasty drinking water in sufficient quantities and pressure to meet the personal, commercial, and firefighting needs of the community at reasonable and sustainable rates.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Expand replacement of old hydrants throughout Town and implement new color-codings
- Replace 350 meters to reduce time and increase accuracy
- Promote water conservation and help consumers reduce usage
- Continue the new flushing program and increase public awareness
- Replace old pipes in priority areas to improve distribution, eliminate brown water and eliminate breaks
- Resume study of additional well water sources

MAJOR BUDGET COMPONENTS

• Personal services costs	25%
• Chemicals	16%
• Service and repairs	15%
• Purchased water costs	12%
• Debt service	10%
• Utilities & fuels	10%
• Intergovernmental Charge	8%
• Billing costs	2%
• Police Details	1%

FY 12 RISKS AND CHALLANGES

- Uncertainty of chemical costs (16% of total spending).
- Changes in regulatory requirements (extent and frequency of testing) can add costs.
- Operating with 4 key people in new positions of responsibility
- We are obligated to find additional sources of water to meet WMA mandate to provide water to other users (i.e., fish).
- The distribution system is old and tired. Pipes need to be replaced without generating brown water issues for our customers.
- Humarock is supplied by water purchased from Marshfield (12% of total spending). We have no control over their decision to increase rates. Additionally, high pressure and old lines leads to expensive, hidden, unmetered leaks.

DEPARTMENTAL ACCOMPLISHMENTS

- Recruited two skilled Treatment Plant operators and one Equipment Operator.
- Operated Enterprise while replacing Superintendent, Chief Operator, Plant Operator and Equipment Operator
- Cleaned and lined pipes on Country Way without incident.
- Replaced pipes on Tilden, Rosa's Lane, Cairnslea, Newfield. Started replacement on Stockbridge and Hollett.
- Met all regulatory requirements of the DEP and EPA.
- Operated facilities within approved budgets.
- Maintained licensing requirements of the facilities and personnel.
- Rebuilt wells 10 & 11 and brought them back into service.
- Survived drought of 2010!

WATER REVENUES

Revenue	FY 09	FY10	FY 11 Budget	FY 12 Projected	Comments
Water Use Fees	2,209k	1,883k	1,977k	2,480k	
Connection fees	110k	130k	130k	130k	
Tax liens	285k	267k	31k	200k	
Other	30k	5k	9k	9k	
Total	2,634k	2,285k	2,147k	2,819k	

Budget 450 Water Enterprise

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
065.450.0510.5110.0000.0000	REGULAR SALARIES	$541,956.05	$549,085.00	$213,850.16	$553,173.00	$553,173.00		
065.450.0510.5120.0000.0000	OVERTIME	$116,190.28	$110,845.00	$52,590.37	$110,727.00	$110,727.00		
065.450.0510.5130.0000.0000	LONGEVITY	$6,992.15	$7,400.00	$3,550.00	$5,450.00	$5,450.00		
065.450.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	$3,000.00	$2,850.00	$0.00	$3,350.00	$3,350.00		
065.450.0510.5172.0000.0000	SICK LEAVE BUY BACK	$9,000.00	$8,500.00	$0.00	$0.00	$0.00		
065.450.0510.5190.0000.0000	SEASONAL SALARIES	$5,358.00	$4,940.00	$2,280.00	$5,460.00	$5,400.00		
065.450.0510.5191.0000.0000	OTHER SALARIES	$15,219.71	$21,683.00	$9,309.30	$14,353.00	$14,353.00		
SCHEDULE: PERSONAL SERVICES - 0510		$697,716.19	$705,303.00	$281,579.83	$692,513.00	$692,453.00		
065.450.0520.5211.0000.0000	ELECTRICITY	$177,184.58	$197,913.00	$68,636.21	$233,850.00	$233,850.00		
065.450.0520.5213.0000.0000	NATURAL GAS	$19,275.49	$24,400.00	$2,110.49	$25,620.00	$24,400.00		
065.450.0520.5231.0000.0000	WATER/SEWER	$0.00	$7,089.00	$34.10	$7,089.00	$7,089.00		
065.450.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	$217.35	$1,800.00	$1,033.00	$1,900.00	$1,200.00		
065.450.0520.5242.0000.0000	REPAIR & MAINTENANCE	$66,752.95	$98,500.00	$40,639.65	$98,500.00	$80,000.00		
065.450.0520.5245.0000.0000	VEHICLE SERVICE	$9,865.15	$20,700.00	$4,237.71	$20,700.00	$14,000.00		
065.450.0520.5271.0000.0000	EQUIPMENT RENTAL	$20,189.47	$54,840.00	$6,586.56	$55,388.00	$28,000.00		
065.450.0520.5308.0000.0000	TRAINING	$645.00	$0.00	$0.00	$0.00	$0.00		
065.450.0520.5309.0000.0000	TECHNICAL SERVICES	$101,220.14	$82,480.00	$12,200.35	$85,305.00	$82,480.00		
065.450.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$1,850.00	$0.00	$1,868.00	$1,850.00		
065.450.0520.5341.0000.0000	TELEPHONE	$18,806.39	$3,300.00	$6,187.41	$19,000.00	$19,000.00		
065.450.0520.5343.0000.0000	BINDING & PRINTING	$14,871.64	$15,178.00	$4,787.38	$15,330.00	$15,000.00		
065.450.0520.5344.0000.0000	POSTAGE & DELIVERY	$17,019.84	$17,025.00	$4,469.40	$17,195.00	$17,195.00		
065.450.0520.5346.0000.0000	LEGAL ADVERTISING	$3,780.00	$500.00	$763.52	$505.00	$505.00		
065.450.0520.5389.0000.0000	INTERDEPARTMENTAL	$19,782.00	$18,725.00	$5,449.50	$18,912.00	$18,912.00		

Budget 450 Water Enterprise

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
065.450.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$1,175.64	$900.00	$521.00	$910.00	$910.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$470,785.64	$545,200.00	$157,656.28	$602,072.00	$544,391.00		
065.450.0540.5212.0000.0000	HEATING OIL	$0.00	$0.00	$0.00	$0.00	$0.00		
065.450.0540.5420.0000.0000	OFFICE SUPPLIES	$4,488.33	$1,500.00	$1,300.18	$4,000.00	$3,000.00		
065.450.0540.5423.0000.0000	SUPPLIES	$110,001.90	$90,750.00	$29,133.34	$102,750.00	$102,750.00		
065.450.0540.5425.0000.0000	PRINTING & FORMS	$0.00	$0.00	$0.00	$1,000.00	$500.00		
065.450.0540.5430.0000.0000	BUILDING SUPPLIES	$1,183.72	$600.00	$2,840.00	$2,000.00	$2,000.00		
065.450.0540.5431.0000.0000	EQUIPMENT PARTS	$18,286.68	$34,000.00	$3,006.59	$36,000.00	$25,000.00		
065.450.0540.5451.0000.0000	CLEANING SUPPLIES	$931.38	$600.00	$64.86	$800.00	$800.00		
065.450.0540.5480.0000.0000	VEHICLE SUPPLIES	$0.00	$2,000.00	$476.20	$2,000.00	$1,000.00		
065.450.0540.5481.0000.0000	FUELS & LUBRICANTS	$27,611.97	$29,725.00	$9,835.16	$31,211.00	$31,211.00		
065.450.0540.5484.0000.0000	TOOLS & EXPENDABLES	$0.00	$4,000.00	$1,433.66	$6,000.00	$3,000.00		
065.450.0540.5501.0000.0000	CHEMICALS & LAB SUPPLIE	$262,247.24	$389,570.00	$85,532.76	$399,570.00	$399,570.00		
065.450.0540.5581.0000.0000	CLOTHING	$4,050.00	$6,300.00	$4,050.00	$6,300.00	$5,000.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$428,801.22	$559,045.00	$137,672.75	$591,631.00	$573,831.00		
065.450.0561.5602.0000.0000	CHARGES & ASSESSMENT	$306,790.00	$310,800.00	$0.00	$318,420.00	$318,420.00		
065.450.0561.5960.0000.0000	INDIRECT COSTS	$185,854.00	$226,817.00	$0.00	$215,984.00	$215,984.00		
SCHEDULE: INTERGOVERNMENTAL - 0561		$492,644.00	$537,617.00	$0.00	$534,404.00	$534,404.00		
065.450.0580.5851.0000.0000	EQUIPMENT	$0.00	$0.00	$0.00	$25,000.00	$25,000.00		
065.450.0580.5853.0000.0000	OFFICE EQUIPMENT	$952.40	$2,000.00	$0.00	$2,000.00	$1,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$952.40	$2,000.00	$0.00	$27,000.00	$26,000.00		

Budget 450 Water Enterprise

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
065.450.0590.5910.0000.0000	PRINCIPAL ON LONG TERM	$132,000.00	$133,000.00	$0.00	$133,000.00	$320,000.00		
065.450.0590.5915.0000.0000	INTEREST ON LONG TERM	$45,705.74	$41,747.00	$20,872.86	$41,747.00	$163,171.00		
065.450.0590.5925.0000.0000	INTEREST SHORT TERM	$9,164.00	$84,506.00	$0.00	$84,506.00	$31,027.00		
SCHEDULE: DEBT - 0590		$186,869.74	$259,253.00	$20,872.86	$259,253.00	$514,198.00		
Grand Total:		$2,277,769.19	$2,608,418.00	$597,781.72	$2,706,873.00	$2,885,277.00		

End of Report

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: 298 HARBORMASTER

MISSION STATEMENT

The mission of the Scituate Harbormaster, in accordance with the Scituate Waterways Management Plan and the Scituate Mooring Rules & Regulations and Town By-Laws, is to ensure the safety of the boating public, preserve and promote order among vessels that habitually moor or transit Scituate Waterways, maintain and enhance town-owned maritime facilities while protecting the integrity of the harbor as a natural resource, and to defray the cost of providing services through the assessment of user fees.

FY/2012 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Increase Effectiveness of Department through Increased Law Enforcement Training & Education.

1. With Chief of Police, determine appropriate programs and resources for obtaining police powers. (Summer 2011)
2. Schedule attendance to classes. (Ongoing)
3. Develop training schedule for appropriate staff. (Ongoing)

Encourage and Promote Water-Dependent Uses of Scituate Harbor and abutting properties.

1. Support commercial fishing by investing in supporting structures, i.e. Town Pier, Scituate Marine Park and Boatyard. (Ongoing)
2. Set up ongoing schedule for dredging. (Ongoing)
3. Work with Pier 44 Committee to maximize use of abutting watersheet. (July 2011)
4. Dedicate slip space at municipal marinas to transient boats. (July – Oct 2011)

Rehabilitate Critical Maritime Infrastructure.

1. Implement improvements to Town Pier as recommended by 2010 engineered evaluation (time dependent on state funding).
2. Set up ongoing schedule for dredging (ongoing).
3. Maintenance dredging at Scituate Marine Park (Dec 2011)
4. Maintenance dredging in South River (time dependent on state funding).
5. Investigate improvement to launching ramps at Cole Parkway and South River (2011).

Harborwalk Expansion.

1. Complete planned connection from Front St. to Cole Parkway boat ramp (March-May 2011).
2. Conduct feasibility study of elevated boardwalk from Edward Foster Rd. to Scituate Marine Park (May – Oct 2011).
3. Explore Heritage Trail from Scituate Marine Park to Stellewagon National Marine Sanctuary boathouse on Sunset Rd. (January 2011).
4. Include appropriate entities in planning and implementation, i.e. DPW, COD, WWC, Planning (ongoing).

Review, protect and restore natural resources.

1. Continue shellfish reseeding program. (July 2011)
2. Use compiled information from FY2011 objectives to further inform and enlist other affected communities relating with habitat restoration. (Ongoing)
3. Assist Mass Audubon in seasonal deployment and retrieval of resource protection fencing. (Oct

2011 & May 2012)

4. Facilitate internship program to research and present the findings on the ecology, environmental sustainability, and water dependent uses of Scituate Harbor, by providing the opportunity to conduct fieldwork in a unique natural setting. (July/August 2011)

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: 298 HARBORMASTER

MAJOR BUDGET COMPONENTS

The Harbormaster is the managing authority over Scituate Waterways. He has one full-time assistant and one business manager, who provide administrative and operational support. He manages 14 seasonal assistants who conduct patrols, search and rescue missions, enforce MGL CH90B and local ordinances, provide security for, and maintain all Town owned maritime facilities.

The Harbormaster has the overall responsibility for the operation and administration of the Waterways Enterprise Fund.

He is responsible for creating the budget, authorizing expenditures, projecting revenues and making necessary adjustments to ensure fiscal solvency.

FY 12 RISKS AND CHALLENGES

Risks and challenges in FY12 will again be related primarily to the economy. Sixty-four percent (64%) of revenues derive from slip fees. A drop in demand that results in lower capacity of the Town marinas would be problematic.

tunately, current demand for slips remains strong as evidenced by the slip waiting list for the next season which again, has over 100 people on it.

Major challenges in the ensuing fiscal year involve the continued rehabilitation of critical maritime infrastructure in support of the fishing industry and other water-dependent uses.

The Town relies heavily on grant money for these major capital projects and must compete with the major ports to the North and South of us for funding.

The Town's portion of these project costs comes from borrowing against the Waterways Enterprise Fund, which is currently laden with debt. This fiscal year debt will make up 40% of the budget.

The Town has not raised fees at the municipal marinas in some time (6 years) but even that would be difficult with the current US inflation rate at or below 1%.

Operationally, we are faced with compound challenges. During difficult economic times, commercial and recreational boats often forego repairs and maintenance, putting them at greater risk of mechanical or structural failures, which while underway, can pose imminent threats to life and property. Cutbacks at state and federal levels, i.e. Mass Environmental Police, USCG, and other maritime agencies leave local Harbormaster's to pick up the slack, exposing us to greater risk and peril.

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: 298

DEPARTMENTAL ACCOMPLISHMENTS

Thousands of boats pass through Scituate waters each year, resulting in hundreds of calls for assistance from boater at all hours of the day and night. There is no more satisfying accomplishment than getting through a boating season without loss of life to boating related causes.

It is a credit to the staff of the Scituate Harbormaster's Office and to the agencies with whom we work that we have had zero loss of life over the past three years.

Other Major Initiatives & Projects:

Initiatives	Date Completed	Notes
Boating Course for Beginners	April 2010 & November 2010	Both classes sold out.
Patrol Presence on Spit	May 2010 – Oct 2010	
Reseeding of clam flat in North River *200 bushels seeded.*	May 2010	
Improve accessibility of Scituate Harbor by transients *Added credit card payments for transient boaters*	August 2010	

Projects	Date Completed	Notes
SMP Expansion Phase IV *Expanded marina with new floats*	May 2010	
SMP Upland Expansion *Awarded contract for design & engineering of upland expansion of marine park*	August 2010	Cost defrayed by CPA Grant
Harborwalk Expansion *Town Meeting approved CPA funding of $220K for Front St. portion of project.*	April 2010	
Awarded contract for design & engineering of Front St. to boat ramp portion.	August 2010	
Extend and promote Engraved Brick Program to general public	November 2010	

TOWN OF SCITUATE

FY 2012 BUDGET DEPARTMENT: 298

DESCRIPTION OF REVENUE	YTD				
	FY/09	FY/10	FY/11 YTD	FY/12 Forecast	Comments
Slip/Dinghy Fees	$581,315.72	$631,867.70	$ 8,515.00	$ 631,867.70	
Moorings/Chapter10A	$109,722.00	$104,267.00	$ 5,554.60	$ 104,267.00	
User Fees	$ 78,209.00	$ 77,850.00	$53,175.00	$ 77,850.00	
Town Pier Dockage	$ 22,875.00	$ 23,575.00	$ 3,600.00	$ 23,575.00	
Tie-Ups	$ 20,354.00	$ 20,307.00	$ 11,849.60	$ 20,307.00	
Mooring Applications	$ 1,470.00	$ 1,704.00	$ 465.00	$ 1,704.00	
Ice/Coke Machine	$ 3,702.00	$ 4,662.00	$ 3,075.00	$ 4,662.00	
Boat Yard/USCG Lease	$ 33,525.96	$ 81,571.96	$ 51,083.00	$ 103,249.96	
Pumpout	$ 5,000.00	$ 6,449.40	$ 5,000.00	$ 6,449.40	
Interest on Earnings	$ 8,947.52	$ 3,971.81	$ 0.00	$ 3,971.81	
Misc Fees, Tickets	$ 735.40	$ 20,182.28	$ 7,610.00	$ 735.40	
Excise Tax	$ 37,432.29	$ 41,582.71	$ 227.01	$ 41,582.71	
	$903,388.89	$1,017,990.86	$ 150,154.21	$1,020,221.98	
Grants & Donations					
SAC Town Pier Grant	$ 30,000.00	$ 30,000.00	$ 18,613.00		
CPC SMP Upland	$ 294,000.00	$ 206,897.40	$166,897.40		
"BIG" Grant	$ 90,000.00	$ 44,047.01	$ 23,066.27		
Maritime Center Account	$ 1,672.33	$ 464.33	$ 826.87		
Harbor Dredging	$ 25,739.63	$ 3,799.69	$ 0.00		
Harborwalk Gift Account	$ 20,102.70	$ 15,352.49	$ 18,049.70		
	$461,514.66	$300,560.92	$226,453.24		

SCHEDULE	ACCOUNT	DESCRIPTION	FY09 Expenditures	FY10 Expenditures	FY11 Appropriated	FY12 Dept Request	Priority (FY12)	Notes to be entered in Budget Sense
	5110	Regular Salaries	$155,371.97	$161,270.54	$167,019.00	$173,136.00	0	From TA's budget sheets
	5120	Overtime	$2,924.46	$1,151.68	$5,000.00	$5,000.00	1	
	5130	Longevity	$1,550.00	$1,550.00	$1,650.00	$1,650.00	0	From TA's budget sheets
	5172	Sick Leave Buy Back			$500.00	$500.00	0	From TA's budget sheets
	5190	Seasonal Salaries	$92,540.35	$98,096.16	$121,711.00	$121,711.00	1	From TA's budget sheets
	5191	Other Salaries	$4,957.22	$499.20	$2,208.00	$2,275.00	0	From TA's budget sheets
0510		**Personal Salaries Total**	**$257,344.00**	**$262,567.58**	**$298,088.00**	**$304,272.00**		
	5211	Electricity	$17,530.00	$17,245.42	$19,200.00	$20,000.00	1↑	Ave. monthly for FY11: $1600.00.
	5231	Water/Sewer			$43,660.00	$47,008.00	1 ↑	From TA's budget sheets
	5241	Office Machine Maintenance	$162.95	$694.14	$500.00	$500.00	2→	Copier maintenance $35/per hour.
	5242	Repair/Maintenance	$36,217.02	$38,476.10	$45,000.00	$45,000.00	1→	Critical planned/unplanned repairs/maintenance to all department assets.
	5291	Rubbish Removal	$6,730.61	$8,731.03	$9,000.00	$8,500.00	1↓	TP: $161.25/12 month. SMP $161.25/six month. CPM $236.50/sevenmonth, ($4,558.00 annual) Portables at TP and Jericho Ramp: $2,205.00) Dept reduced # of weekly pickups @ CPM.
		Marine Park O& M Cost	$0.00		$24,274.00	$24,274.00	1→	From TA's budget sheets
	5308	Training	$0.00	$0.00	$1,000.00	$1,000.00	2→	Season staff annual first aid certification.
	5309	Technical Services	$12,852.87	$0.00	$3,750.00	$4,390.00	2↑	Town Council and Mediation Consultants.
	5321	Conferences/Meetings			$200.00	$500.00	3↑	Trade and Professional Mtgs, Port Professional, Grant Seminars & Presentation Mtgs.
	5341	Telephone	$1,798.63	$1,629.34	$1,200.00	$1,200.00	1 & 2 →	Comcast Internet, Verizon fax line: $420.00, Nextel portable:$650.00
	5343	Binding & Printing	$819.90	$1,108.24	$1,000.00	$1,000.00	2→	Mooring Rules & Regs Pamphlet, Harbor Information Pamphlet: $700.00
	5344	Postage & Delivery	$873.11	$873.31	$1,250.00	$1,000.00	2↓	Bill mailing approx. $400.00, general mailings, Mooring Waiting List Reminder, 2nd, final billing notices $600.00 annual.
	5346	Legal Advertising	$0.00	$377.33	$1,000.00	$750.00	2↓	Public notices for Public Hearings, Notice to Bidders, etc.
	5711	Mileage Reimbursement	$694.00	$0.00	$720.00	$720.00	0→	Apprx. 1800 miles per year @ .40
	5731	Dues & Subscriptions	$400.00	$400.00	$400.00	$400.00	3→	MMTA: $225.00, Mass HM Assoc. $175.00
	5960	Indirect Costs	$76,029.00	$77,784.00	$83,865.00	$88,326.00	0→	From TA's budget sheets
0520		**Purchase of Service Total**	**$154,108.09**	**$147,318.91**	**$236,019.00**	**$244,568.00**		
	5420	Office Supplies	$1,416.80	$957.58	$1,000.00	$1,000.00	2→	Copier paper, log books, schedule books, pens/pencils/copier ink cartridges, paper clips, staples, calculator paper/file folders, binders, presentation folders, weather board supplies.
	5423	Supplies	$13,115.77	$16,378.80	$25,000.00	$25,000.00	1 & 2→	Supplies for critical planned/unplanned repairs/maintenance to all department assets.
	5425	Printing & Forms		$600.00	$1,000.00	$1,000.00	2→	Mooring application, Mooring insp. Transient reservation, Seasonal boat stickers, Annual billing forms and bills.
	5430	Building Supplies	$3,925.51	$2,681.99	$6,500.00	$6,500.00	1↓	Expendable supplies for upkeep and maintenance.
	5451	Cleaning Supplies	$1,777.22	$2,205.36	$2,500.00	$2,500.00	2→	Public restroom and bldg supplies for HM Bldg, Maritime Center

Waterways Dept 298
FY2012

SCHEDULE	ACCOUNT	DESCRIPTION	FY09 Expenditures	FY10 Expenditures	FY11 Appropriated	FY12 Dept Request	Priority (FY12)	Notes to be entered in Budget Sense
	5462	Landscaping Supplies	$736.28	$877.71	$1,000.00	$750.00	2↓	Upkeep and maintenance of HM Bldg property, Scituate Marine Park and Town Pier areas.
	5481	Fuels & Lubricants	$7,403.23	$8,436.86	$12,000.00	$12,000.00	1→	HM Vehicle: $2200.00 annual, EOMS fuel surcharge annual: $700.00, Garage propane: $700.00, Vessel fuel: $5,700.00, not taking in additional patrols that may be necessary due to emergencies/offsite CG.
	5581	Clothing	$58.49	$1,803.77	$1,200.00	$1,550.00	0 & 2→	Annual season shirts/hats/ windbreakers/gloves/ sweatshirts needed for uniformity of staff and weather protection. Union Contract for $350.00
0540		**Material & Supplies Total**	**$28,433.30**	**$33,942.07**	**$50,200.00**	**$50,300.00**		
	5851	Equipment	$0.00	$0.00	$10,000.00	$10,000.00	2	
	5881	Capital Depreciation	$8,455.90	$0.00	$10,000.00	$10,000.00	1	Vessel Engine Replacement
	5882	Capital Replacement	$0.00	$0.00	$12,000.00	$10,000.00	2	Workboat
0580		**Capital Outlay Total**	**$8,455.90**	**$0.00**	**$32,000.00**	**$30,000.00**		
	5910	Principal Long Term Debt	$279,500.00	$275,000.00	$301,000.00	$301,000.00	0	
		Principal Long Term Proposed						
	5915	Interest Long Term Debt	$156,032.50	$147,647.50	$139,399.00	$139,399.00	0	
	5925	Interest Short Term Debt	$13,160.00	$6,144.08	$46,321.00	$46,321.00	0	
0590		**Debt Total**	$448,692.50	$428,791.58	$486,720.00	$486,720.00		
		Department Total	**$897,033.79**	**$872,620.14**	**$1,103,027.00**	**$1,115,860.00**		
							0= Obliged by contract.	
							1= Necessary for operational sustainability	
							2=Supportive, secondarily necessary for operational sustainability	
							3= Additionally supportive, but not necessary to primary operations.	

SCITUATE MARITIME CE[illegible]R FY11 FY12 BUDGET INPUT

SCHEDULE	ACCOUNT	DESCRIPTION	FY11 YTD	FY12 DEPT REQUEST	Priority (FY12)	Notes to be entered in Budget Sense
	5110	Regular Salaries	$0.00			
	5120	Overtime	$0.00			
	5130	Longevity	$0.00			
	5172	Sick Leave Buy Back	$0.00			
	5190	Seasonal Salaries	$0.00	$6,000.00		1 seasonal emp. @ 20hrs for 22 weeks @ $13.63/hr.
	5191	Other Salaries	$0.00			
0510		**Personal Salaries Total**	**$0.00**	**$6,000.00**		
	5211	Electricity	$462.58	$1,800.00		Ave $150.00 per month National Grid
	5231	Water/Sewer	$0.00	$2,500.00		Estimated
	5241	Office Machine Maintenance	$0.00	$100.00		
	5242	Repair/Maintenance	$0.00	$5,000.00		
	5291	Rubbish Removal	$0.00	$300.00		
	5308	Training	$0.00			
	5309	Technical Services	$0.00	$500.00		
	5321	Conferences/Meetings	$0.00			
	5341	Telephone	$0.00	$1,300.00		Comcast
	5343	Binding & Printing	$0.00	$500.00		
	5344	Postage & Delivery	$0.00			
	5346	Legal Advertising	$0.00			
	5711	Mileage Reimbursement	$0.00			
	5731	Dues & Subscriptions	$0.00			
	5960	Indirect Costs	$0.00			
0520		**Purchase of Service Total**	**$462.58**	**$12,000.00**		
	5420	Office Supplies	$0.00	$250.00		
	5423	Supplies	$0.00	$2,000.00		
	5425	Printing & Forms	$0.00			
	5430	Building Supplies	$2,331.50	$3,000.00		
	5451	Cleaning Supplies	$0.00	$1,500.00		
	5462	Landscaping Supplies	$0.00	$1,000.00		
	5481	Fuels & Lubricants	$105.09	$600.00		Baystate Gas
	5581	Clothing	$0.00	$200.00		
0540		**Material & Supplies Total**	**$2,436.59**	**$8,550.00**		

SCITUATE MARITIME CENTER FY11 FY12 BUDGET INPUT

	5851	Equipment						
	5881	Capital Depreciation						
	5882	Capital Replacement						
0580		**Capital Outlay Total**	**$0.00**	**$0.00**				
	5910	Principal Long Term Debt						
		Principal Long Term Proposed						
	5915	Interest Long Term Debt						
	5925	Interest Short Term Debt						
0590		**Debt Total**	$0.00	$0.00				
		Department Total	**$2,899.17**	**$26,550.00**				
					0= Obliged by contract.			
					1= Necessary for operational sustainability			
					2=Supportive, secondarily necessary for operational sustainability			
					3= Additionally supportive, but not necessary to primary operations.			

Budget 298 Waterways Enterprise

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
066.298.0510.5110.0000.0000	REGULAR SALARIES	$161,270.54	$167,019.00	$70,687.79	$173,136.00	$173,136.00		
066.298.0510.5120.0000.0000	OVERTIME	$1,151.68	$5,000.00	$909.09	$5,000.00	$4,000.00		
066.298.0510.5130.0000.0000	LONGEVITY	$1,550.00	$1,650.00	$1,550.00	$1,650.00	$1,650.00		
066.298.0510.5172.0000.0000	SICK LEAVE BUY BACK	$0.00	$500.00	$500.00	$500.00	$500.00		
066.298.0510.5190.0000.0000	SEASONAL SALARIES	$98,096.16	$121,711.00	$69,471.84	$121,711.00	$110,000.00		
066.298.0510.5191.0000.0000	OTHER SALARIES	$499.20	$2,208.00	$301.60	$2,275.00	$2,275.00		
SCHEDULE: PERSONAL SERVICES - 0510		$262,567.58	$298,088.00	$143,420.32	$304,272.00	$291,561.00		
066.298.0520.5211.0000.0000	ELECTRICITY	$17,245.42	$19,200.00	$8,727.70	$20,000.00	$20,000.00		
066.298.0520.5231.0000.0000	WATER/SEWER	$0.00	$43,660.00	$1,043.40	$47,008.00	$47,008.00		
066.298.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	$694.14	$500.00	$342.81	$500.00	$500.00		
066.298.0520.5242.0000.0000	REPAIR & MAINTENANCE	$38,476.10	$45,000.00	$10,153.78	$45,000.00	$42,000.00		
066.298.0520.5291.0000.0000	RUBBISH REMOVAL	$8,731.03	$9,000.00	$3,716.80	$8,500.00	$8,500.00		
066.298.0520.5301.0000.0000	MARINE PARK O & M COST	$0.00	$24,274.00	$2,513.51	$24,274.00	$24,274.00		
066.298.0520.5308.0000.0000	TRAINING	$0.00	$1,000.00	$505.35	$1,000.00	$1,000.00		
066.298.0520.5309.0000.0000	TECHNICAL SERVICES	$0.00	$3,750.00	$279.99	$4,390.00	$4,390.00		
066.298.0520.5321.0000.0000	CONFERENCES/MEETINGS	$0.00	$200.00	$0.00	$500.00	$400.00		
066.298.0520.5341.0000.0000	TELEPHONE	$1,629.34	$1,200.00	$735.70	$1,200.00	$1,500.00		
066.298.0520.5343.0000.0000	BINDING & PRINTING	$1,108.24	$1,000.00	$0.00	$1,000.00	$1,000.00		
066.298.0520.5344.0000.0000	POSTAGE & DELIVERY	$873.31	$1,250.00	$52.50	$1,000.00	$950.00		
066.298.0520.5346.0000.0000	LEGAL ADVERTISING	$377.33	$1,000.00	$45.43	$1,000.00	$600.00		
066.298.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	$0.00	$720.00	$121.20	$720.00	$300.00		
066.298.0520.5731.0000.0000	PROFESSIONAL DUES & SU	$400.00	$400.00	$0.00	$400.00	$400.00		
066.298.0520.5960.0000.0000	INDIRECT COSTS	$77,784.00	$83,865.00	$0.00	$88,326.00	$88,326.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		$147,318.91	$236,019.00	$28,238.17	$244,818.00	$241,148.00		

Budget 298 Waterways Enterprise

Fiscal Year: 2010-2011

From Date: 12/1/2010 To Date: 12/31/2010 Definition: FY12 Completed Budget

Account	Description	FY10 Expended	FY11 Approp	FY11 Expended to Date	FY12 Dept Request	FY12 Town Admin Recomm	FY12 Board of Selectman	FY12 Advisory Committee
066.298.0540.5420.0000.0000	OFFICE SUPPLIES	$957.58	$1,000.00	$359.21	$1,000.00	$1,000.00		
066.298.0540.5423.0000.0000	SUPPLIES	$29,738.80	$25,000.00	$6,010.43	$25,000.00	$26,000.00		
066.298.0540.5425.0000.0000	PRINTING & FORMS	$600.00	$1,000.00	$0.00	$1,000.00	$700.00		
066.298.0540.5430.0000.0000	BUILDING SUPPLIES	$2,681.99	$6,500.00	$799.84	$6,500.00	$4,000.00		
066.298.0540.5451.0000.0000	CLEANING SUPPLIES	$2,205.36	$2,500.00	$883.86	$2,500.00	$2,400.00		
066.298.0540.5462.0000.0000	LANDSCAPING SUPPLIES	$877.71	$1,000.00	$0.00	$750.00	$750.00		
066.298.0540.5481.0000.0000	FUELS & LUBRICANTS	$8,436.86	$12,000.00	$4,132.05	$12,000.00	$10,500.00		
066.298.0540.5581.0000.0000	CLOTHING	$1,803.77	$1,200.00	$635.01	$1,550.00	$1,550.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		$47,302.07	$50,200.00	$12,820.40	$50,300.00	$46,900.00		
066.298.0580.5851.0000.0000	EQUIPMENT	$0.00	$10,000.00	$0.00	$10,000.00	$0.00		
066.298.0580.5881.0000.0000	CAPITAL DEPRECIATION	$0.00	$10,000.00	$7,695.00	$10,000.00	$10,000.00		
066.298.0580.5882.0000.0000	CAPTIAL REPLACEMENT	$0.00	$12,000.00	$0.00	$10,000.00	$10,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		$0.00	$32,000.00	$7,695.00	$30,000.00	$20,000.00		
066.298.0590.5910.0000.0000	PRINCIPAL ON LONG TERM	$275,000.00	$301,000.00	$0.00	$301,000.00	$348,000.00		
066.298.0590.5915.0000.0000	INTEREST ON LONG TERM	$147,647.50	$139,399.00	$69,698.75	$139,399.00	$171,783.00		
066.298.0590.5925.0000.0000	INTEREST ON SHORT TERM	$6,144.08	$46,321.00	$0.00	$46,321.00	$3,878.00		
SCHEDULE: DEBT - 0590		$428,791.58	$486,720.00	$69,698.75	$486,720.00	$523,661.00		
Grand Total:		$885,980.14	$1,103,027.00	$261,872.64	$1,116,110.00	$1,123,270.00		

End of Report