



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**TABLE OF CONTENTS**

**SECTION I**

FY2014 Budget and Capital Review Calendar

Organizational Chart

Town Organization Summary by Department

Staffing Levels

FY 2014 Budget Assumptions

Projected State Aid

Certified Free Cash FY 2001 to Date

Stabilization Fund Balance

Town of Scituate Historical Tax Rates

Town of Scituate Tax Revenues

Average Tax Bill for the Town of Scituate

Scituate Population

Building Permit Trends

Annual Building Budget Expended to Revenue

Bond Rating Criteria and Designations

Town of Scituate Financial Policies

Working List of Town Meeting Articles as of January 4 2013

**SECTION II**

FY 2014 Departmental Operating Budget (Requested and Town Administrator recommended)

**100 GENERAL GOVERNMENT**

122 Board of Selectmen

123 Town Administrator & Stabilization

131,2 Advisory Committee & Reserve Fund



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**TABLE OF CONTENTS**

135	Town Accountant & Audit
141	Board of Assessors
145	Treasurer/Collector
149	Administration/Economic Development Commission
155	Information Technology
158	Foreclosure
159	Cable TV
161	Town Clerk
171	Conservation Commission
175	Planning Board
176	Zoning Board of Appeals
192	Insurance/General Liability

**200 PUBLIC SAFETY**

210	Police
220	Fire
241	Inspections
295	Shellfish

**400 PUBLIC WORKS**

400	Department of Public Works
410	Facilities Management
423	Snow and Ice
424	Street Lights & Beacons

**500 SOCIAL AND HUMAN RESOURCES**

510	Public Health
-----	---------------



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**TABLE OF CONTENTS**

- 541 Council on Aging
- 543 Veterans Services
- 549 Commission on Disabilities

**600 CULTURE AND RECREATION**

- 610 Library
- 630 Recreation
- 650 Beautification
- 691 Historical Commission

**700 DEBT SERVICE**

- 720 Debt and Interest

**900 EMPLOYEE BENEFITS**

- 910 Non-Contributory Pensions
- 911 Plymouth County Retirement
- 912 Workers' Compensation
- 913 Unemployment Insurance
- 914 Contributory Health Insurance
- 916 Federal Taxes

**60 ENTERPRISE FUNDS**

- 61 Widow's Walk Golf Course
- 63 Transfer Station (under DPW budget)
- 64 Sewer (under DPW budget)
- 65 Water (under DPW budget)
- 66 Waterways

## FISCAL YEAR 2014 BUDGET AND CAPITAL 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.*

<u>DATE</u>	<u>ITEM/OBJECTIVE</u>	<u>CHARTER/BYLAWE REF.</u>
11/15/12	Budget Instructions & Forms to Boards and Departments	Art. 4, Sec. 4-2 Art. 6, Sec. 6-4
11/08/12	Charter date Selectmen submit capital budget to Advisory Committee	Art. 6, Sec. 6-6d (five months before ATM)
11/20/12	Board of Selectmen Votes budget calendar	
<b>11/28/12</b>	Capital Budgets Due to Town Administrator	Art. 4, Sec.4-2, f Art. 6, Sec. 6-4
12/04/12	Board of Selectmen Open Warrant	
<b>12/07/12</b>	Departmental Non-Monetary Article Requests submitted to Town Administrator	Art. 4, Sec. 4-2, e-f
<b>12/14/12</b>	Departmental Budgets Due to Town Administrator	
12/17/12- 12/21/12	Budgets reviewed with depts, edited and compiled by Town Administrator/Town Accountant	
12/18/12	Board of Selectmen Closes Warrant	
01/07/13	Budget & Supporting Materials Distributed to Board of Selectmen Advisory Committee & Capital Planning Committee	Art. 6, Sec. 6-5,a Bylaws, Sec. 20720,D
01/08/13	Town Administrator presents FY 13 Town Operating & Capital Budgets To Board of Selectmen	Art. 4, Sec. 4-2, f Art. 6, Sec. 6-2
01/08/13	Board of Selectmen Reviews Non-Monetary Article Requests	Art. 3, Sec.3-2b

01/07/13- 03/05/13	Board of Selectmen, Advisory Committee Review Departmental Operating & Capital Budgets Capital Planning Committee Reviews Requests	Art. 6, Sec.6-5 Art. 6, 6-6,b-c
01/09/13- 03/06/13	Capital Planning Committee Review of Town Administrator Recommended Capital Requests	
01/25/13	Financial Forecasting Committee Quarterly Calendar Year 2013 Forecast Due	Art. 6, Sec.6-7, b
11/08/13	Charter date for Board of Selectmen And Capital Planning Committee Recommendations Due	Art. 6, Sec. 6-6,d
02/08/13 (1/1/13,2/1/13 &2/8/13)*	Bylaw dates Board of Selectmen Submits warrant articles to Advisory Committee	Bylaws Sec. 20120 Bylaws Sec. 20720, C
03/08/13*	Bylaw Deadline for Posting Annual Town Meeting Warrant	
03/12/13 (1/8/13)*	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 Art. 6,Sec.6-5,a
03/14/13	All articles approved by Advisory Committee	Art. 6, Sec. 6-6,d Bylaws, Sec. 20120
03/15/13	Warrants Delivered to Scituate Mariner	Newspaper deadline
03/21/13	Warrants Published in Scituate Mariner	Bylaws
03/24/13*	Bylaw Deadline for Postisng of Special Town Meeting Warrant	
03/25/13	Statutory Deadline for Posting of Special Town Meeting Warrant	MGL Chap. 39, Sec. 9
03/26/13	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
03/25/13*	Board of Selectmen and Advisory Committee Public Hearing on the Budget	Art. 6, Sec. 6-5 Bylaws 20720, C
04/01/13	Statutory Deadline for Posting of Annual Town Meeting Warrant	MGL Chap. 39, Sec. 9

DATE

ITEM/OBJECTIVE

CHARTER/BYLAW REF.

04/08/13

2013 Annual and Special Town Meeting

Art. 2, Sec. 2-4  
Bylaws Sec. 20100

**\*charter/bylaws language provided for informational purposes only**

**SELECTMEN, ADVISORY AND CAPITAL PLANNING COMMITTEES  
BUDGET MEETING SCHEDULE**

**FISCAL YEAR 2014**

***Board of Selectmen  
Review with Dept. Head***

*\*  
01/08/13  
Assessors  
Town Clerk  
Advisory Committee  
Reserve Fund  
Town Accountant  
Planning  
Inspections  
ZBA  
Widow's Walk*

***01/22/13***

*Fire  
Police  
Animal Control  
Veterans Services  
Selectmen  
Town Administrator  
Administration  
Insurance (General &  
Unemployment)  
Workers' Compensation  
Disability Access  
Facilities  
IT*

***02/05/13***

*Shellfish  
Waterways Enterprise  
DPW  
Snow and Ice  
Street Lights  
Water Enterprise  
Sewer Enterprise  
Transfer Station*

***02/19/13***

*Beautification  
Historical  
Council on Aging  
Recreation  
Library  
Board of Health  
Conservation  
Capital Budget Review*

***Advisory Committee  
Review with Departments***

*\*  
01/10/13  
Assessors  
Town Clerk  
Reserve Fund  
Town Accountant  
Planning  
Inspections  
ZBA  
Widow's Walk*

***01/24/13***

*Fire  
Police  
Animal Control  
Veterans Services  
Selectmen  
Town Administrator  
Administration,  
Insurance, Workers  
Comp., Unemployment  
Disability Access  
Facilities  
IT*

***02/07/13***

*Shellfish  
Waterways Enterprise  
DPW  
Snow and Ice  
Street Lights  
Water Enterprise  
Sewer Enterprise  
Transfer Station*

***02/21/13***

*Beautification  
Historical  
Council on Aging  
Recreation  
Library  
Board of Health  
Conservation  
Capital Budget Review*

***Capital Planning  
Review with Depts.***

*\*\*  
01/09/13  
  
Town Clerk  
Widow's Walk  
Conservation*

***01/23/13***

*Fire  
Police  
Facilities  
IT*

***02/06/13***

*Waterways  
DPW  
Snow and Ice  
Water Enterprise  
Sewer Enterprise  
Transfer Station*

***02/20/13***

*Historical  
Council on Aging  
Recreation  
Library  
Health  
Conservation*

**03/05/13**

*South Shore Regional VTHS  
School Department  
Treasurer/Collector  
Health Insurance  
Pension/Non Contrib.  
FICA  
Debt and Interest  
Tax Foreclosure*

**03/07/13**

*South Shore VTHS  
School Department  
Treasurer/Collector  
Health, FICA,  
Pension, Non Contrib./ Debt  
Tax Foreclosure*

**03/06/13**

*School Department  
Treasurer/Collector*

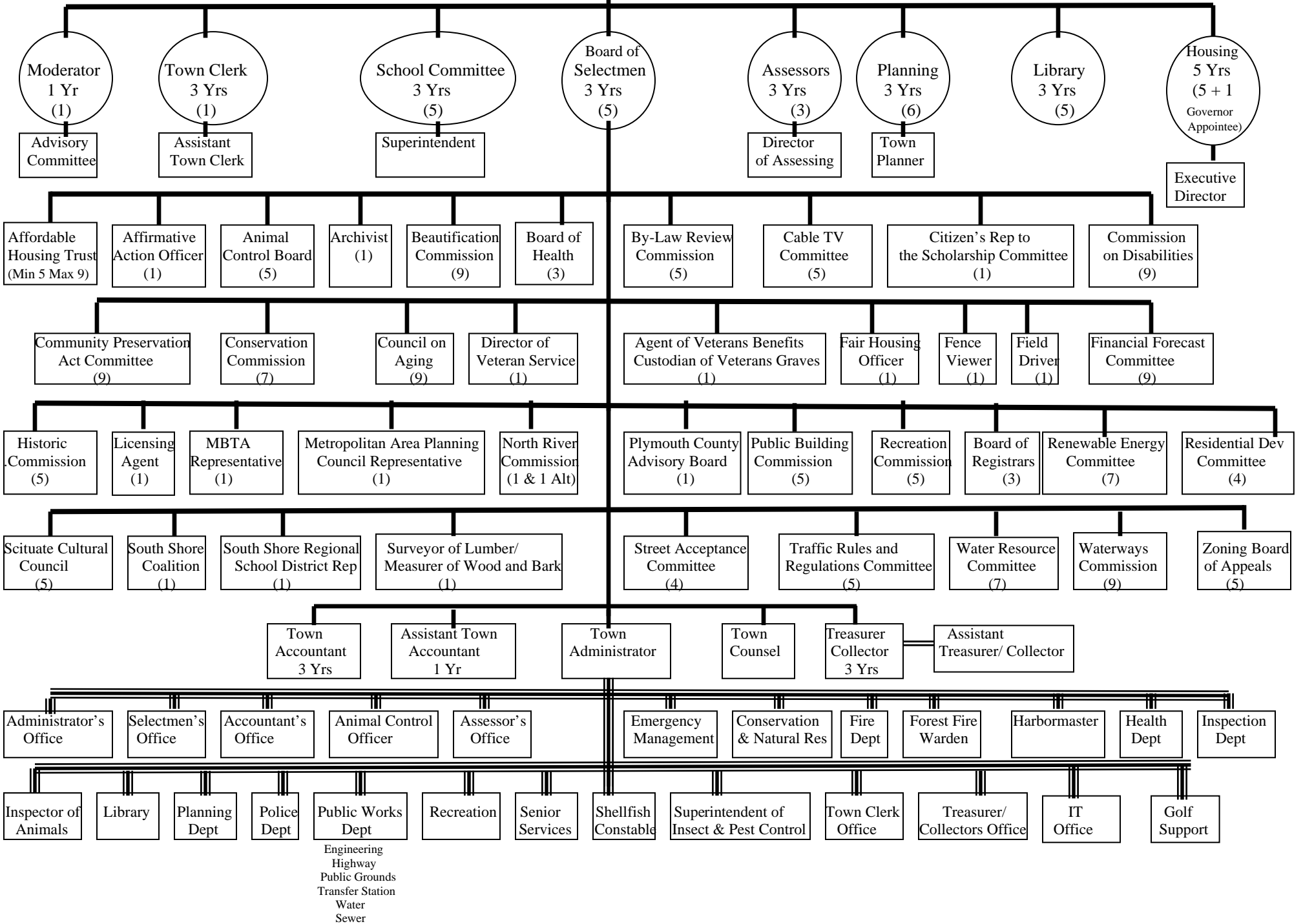
*\*Meetings start at 7:00*

*\*\* Meetings start at 6:00*



# TOWN OF SCITUATE

Voters



*Town Organization Summary by Department*

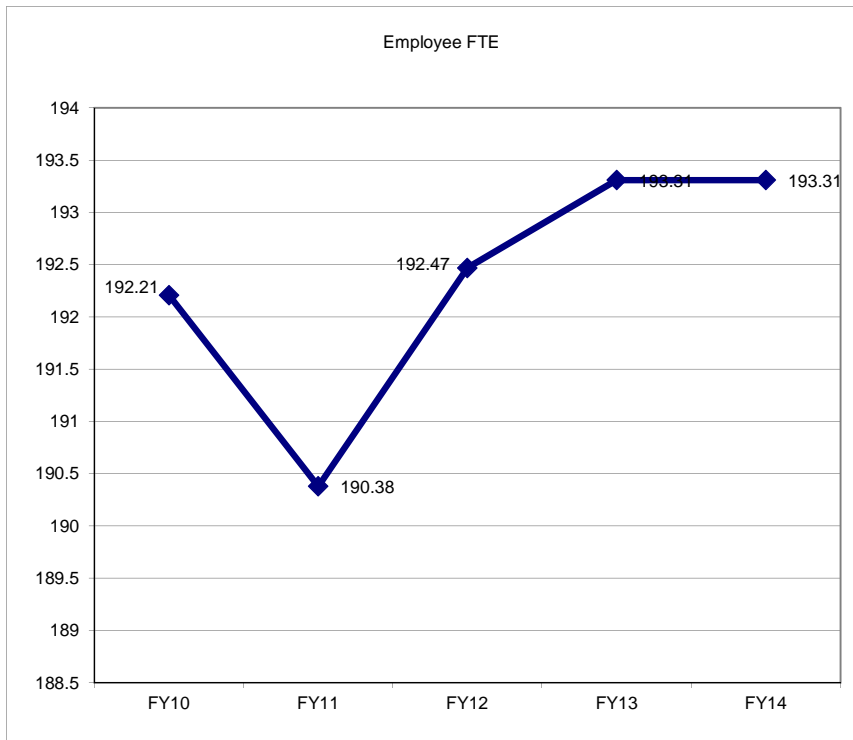
Accounting	Meg LaMay, Town Accountant
Assessor	Steve Jarzembowski, Director of Assessing
Building	Neil F. Duggan, Building Commissioner & Zoning Enforcement Officer
Cable Studio	John Roser, Cable Studio Manager
Chief Procurement Officer	Patricia A. Vinchesi
Conservation	Patrick Gallivan, Conservation & Natural Resources Officer
Emergency Management	Richard A. Judge, Emergency Mgt. Director
Facilities Management	Kevin Kelly, Facilities Director
Harbormaster	Mark V. Patterson, Harbormaster
Information Technology	William Sheehan, IT Director
Library	Jessi Finnie, Library Director
Planning	Laura Harbottle, Town Planner
Plumbing	Phillip 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	Kathleen Curran
Treasurer/Collector	Pamela J. Avitabile
Veterans Services Officer	Donald Knapp
Widow's Walk Golf Course	Robert Sanderson, Director of Golf

Wiring

Walter R. Faria, Wiring Inspector

### Town Dept Staffing Levels FY10 - FY14 Proposed

	Proposed				
	FY10	FY11	FY12	FY13	FY14
Assessors	3.29	3.29	3.29	3.29	3.29
Board of Health	2.23	2.23	2.23	2.23	2.23
Conservation	2	2	2.11	2	2
Council on Aging	4.71	4.71	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
Facility Manager	0	0	0	1	3
Fire	53.48	52.48	53	53	53
Harbormaster	3	3	3	3	3
Highway	10	10	11	11	11
Inspections	4.31	4.31	4.46	4.46	4.46
IT	0	0	1	1	1
Library	15.65	15.65	14.25	14.25	14.25
Planning	1.86	1.86	2	2	2
Police	34.7	34.7	32.57	32.57	32.57
Public Grounds	9.58	9	9	9	7
Recreation	3.25	3.11	3.39	3.39	3.39
Selectmen	1.3	1.3	1.29	1.29	1.29
Sewer	6.57	7.57	7.57	7.57	7.57
Shellfish	1.11	1	1	1	1
Town Accountant	3	3	3.58	3	3
Town Administrator	2	2	2.29	2.29	2.29
Town Clerk	2.58	2.58	2.57	2.57	2.57
Transfer Station	4	4	4	4	4
Treasurer/Collector	4.72	4.72	4.72	4.72	4.72
Veterans Agent	0.46	0.46	0.89	1.42	1.42
Water	11.86	10.86	12	12	12
Widows Walk	1	1	1	1	1
ZBA	0.55	0.55	0.55	0.55	0.55
	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>
<b>Total</b>	192.21	190.38	192.47	193.31	193.31



**TOWN OF SCITUATE  
FY 2014 BUDGET ASSUMPTIONS  
As of December 26, 2012 12:00 p.m.**

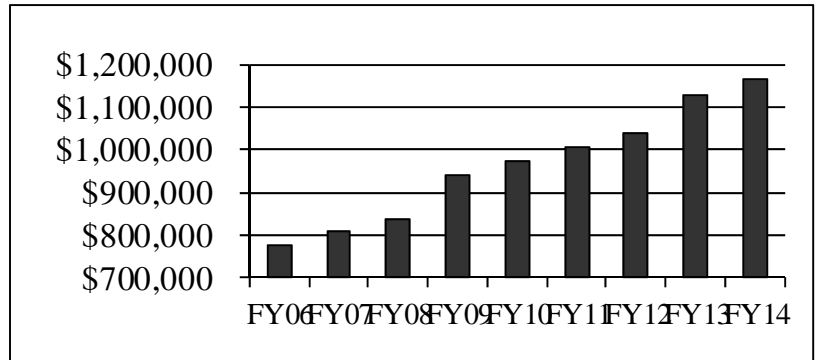
**REVENUE ASSUMPTIONS**

**1. Levy Limit**

The Town is allowed to increase its tax levy limit 2.5% from the previous year's base. This will increase the limit in FY 14 by an estimated **\$ 1,166,926**.

FY 13 \$1,128,773  
 FY12 \$1,040,580\*  
 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

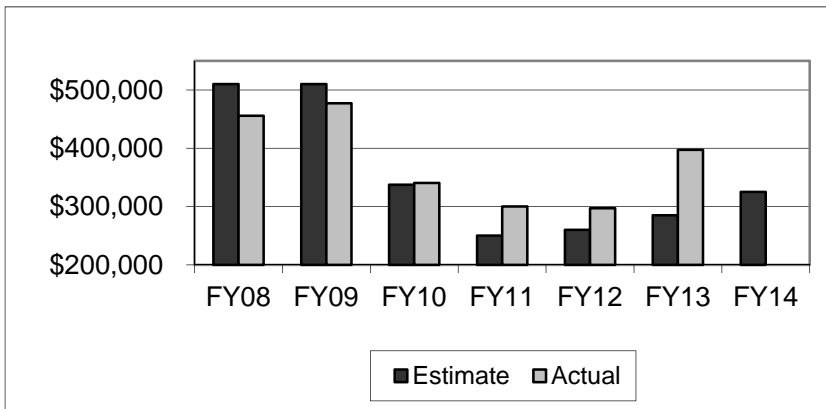
\*General Fund Operating Override



**2. New Growth**

FY 14 new growth is estimated by the Assessors to be **\$ 325,000**

New Growth	Estimate	Actual
FY 14	\$325,000	
FY 13	\$ 285,000	\$ 397,351
FY 12	\$ 260,000	\$ 296,981
FY 11	\$ 250,000	\$ 300,000
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

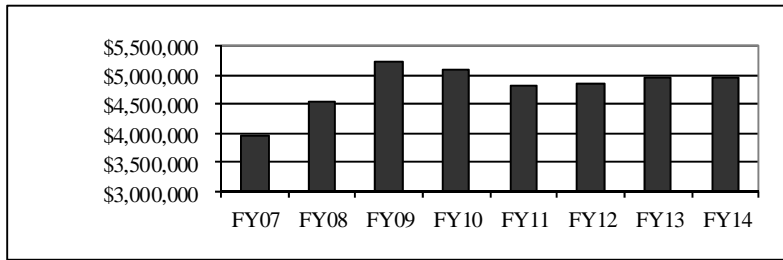


Trend: It is expected that growth will continue to recover in FY 2014 after the first significant increase since FY 09. Year-to-date building activity is favorable.

**3. Chapter 70 Aid**

	<u>Actual</u>	<u>December Estimate</u>	<u>Variance</u>
FY14		\$4,897,576	
FY 13	\$ 4,957,576	\$4,832,136	\$125,450
FY 12	\$ 4,832,136		
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		

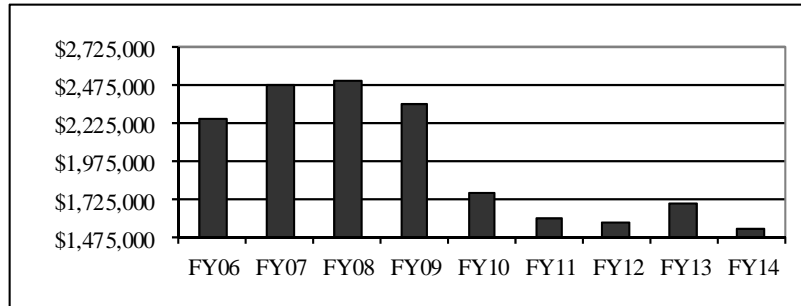
\* In FY 09 American Recovery and Reinvestment Act (ARRA) funds were applied as a grant to supplement Chapter 70 payments from the Commonwealth in the amount of \$547,771.



Trend: Chapter 70 Aid is estimated to be reduced by the amount increased in FY 13 (\$125,450), however, only about half of that reduction is being projected in the assumptions here. This is one of several sources of revenue that will be reviewed for budget purposes in January and may be need to be revised. The FY 14 amount is estimated to be **\$ 4,897,576**.

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

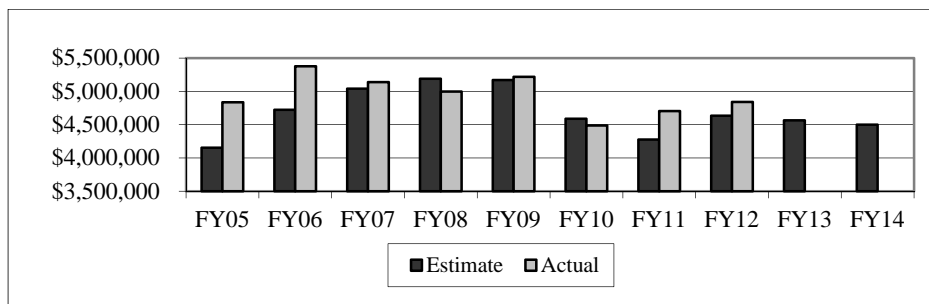
	<u>Actual Unrestricted Aid</u>		
	<u>Lottery Aid</u>	<u>Additional Assistance</u>	<u>Total</u>
FY 14	\$1,531,540		
FY 13	\$1,701,540		
FY 12	\$1,578,512		
FY 11	\$1,701,540		
FY 10	\$1,772,437		
FY 09	\$ 1,469,986.00	\$ 875,037.00	\$ 2,345,023
FY 08	\$ 1,628,696.00	\$ 875,037.00	\$ 2,503,733
FY 07	\$ 1,607,467.00	\$ 875,037.00	\$ 2,482,504
FY 06	\$ 1,376,394.00	\$ 875,037.00	\$ 2,251,431



Trend: FY 14 local aid revenues are not expected to remain level as we got a significant increase in FY 13. The Governor’s budget is filed the end of January, but estimated numbers from House Ways and Means are more reliable and these figures are used for projections. On December 4 the Governor announced FY 13 cuts in some local aid accounts and requested wider 9C authority from the Legislature (MMA Alert 12/4). As such we need to not only be mindful of potential FY 13 mid-year reductions, but how it may bode for FY 14. Further, if the Town moves forward with GATRA for a local transit route that is a net Cherry Sheet reduction and the FY 14 Mosquito Control Budget (another Cherry Sheet offset) has a significant increase (\$14,654 over FY 13) as well. As a result, the local aid projection has been reduced by the amount it was increased for FY 13 (\$170,000) for budgetary planning but will be reviewed in light of state reductions after the first of the year.

### 5. General Fund Receipts

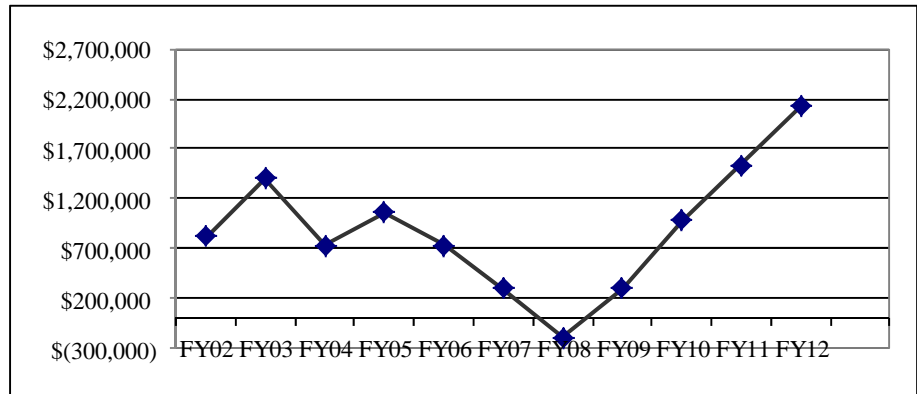
	Estimated	Actual	Variance (+ or -)
FY 14	\$4,600,000		
FY 13	\$4,565,000	\$ 821,788 thru 10/1/12	
FY 12	\$4,634,681	\$4,839,926	\$ 205,245
FY 11	\$4,276,778	\$4,702,426	\$ 425,648
FY 10	\$4,589,063	\$4,486,115	\$(102,948)
FY 09	\$5,168,792	\$5,217,955	\$ 49,163
FY 08	\$5,188,506	\$4,996,497	\$(192,009)
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



Trend: FY 12 General Fund Receipts increased in motor vehicle (up \$47,490), ambulance receipts (up \$64,187), municipal lien certifications- MLC, up (\$60,800), state aid (up \$205,308) and permits (up \$76,116). YTD is slightly above FY 12 (\$801,000 on 10/11). We will reanalyze after second quarter receipts are received and for budgetary purposes will remain close to FY 12 actuals. FY 14 year end will have the Bond sale premium of \$230,000 closed to Free Cash.

**6. Certified Free Cash (Undesignated Fund Balance)**

FY 12	\$ 2,123,316
FY 11	\$ 1,528,822
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: Since FY 10, the Town has not used Free Cash to subsidize recurring operating budget costs. The recent bond increase was as a direct result of this financial policy.

Ongoing budget scrutiny and fiscal discipline has continued to improve the Town’s financial position. FY 12 Free Cash is certified at \$2,123,316. Of this, \$611,591.00 was spent at the November 13, 2012 special town meeting to fund part of the School Feasibility Study (\$375,591), establish a Capital Stabilization Fund (\$100,000), and fund Fire Personal Services from surplus FY 12 snow and ice funds (\$96,000).

**7. Tax Title Collection**

**Tax Title Collections**

	<u>Actual (Tax &amp; Special Assessments)</u>	<u>Interest/Fees</u>
<b>FY 13</b>	121,331	28,725 as of 11/5/12
<b>FY12</b>	292,036	120,846
<b>FY11</b>	371,222	80,692
<b>FY10</b>	487,299	81,414
<b>FY09</b>	357,677	121,085
<b>FY08</b>	212,162	51,136
<b>FY07</b>	74,969	11,123
<b>FY06</b>	80,183	12,731
<b>FY05</b>	143,859	21,837



<b>FY04</b>	61,836	16,568
-------------	--------	--------

**Deferral Collections**

	<b><u>Actual (Tax &amp; Special Assessments)</u></b>	<b><u>Interest/Fees</u></b>
<b>FY 13</b>	49,555	8,379 as of 12/4/12
<b>FY12</b>	44,362	15,503
<b>FY11</b>	99,669	69,734
<b>FY10</b>	69,765	30,482
<b>FY09</b>	86,045	50,129
<b>FY08</b>	25,051	7,179
<b>FY07</b>	10,313	699
<b>FY06</b>	54,910	25,548
<b>FY05</b>	12,400	4,390
<b>FY04</b>	15,649	3,042

**Taxes in Litigation**

	<b><u>Actual</u></b>	<b><u>Interest/Fees</u></b>
<b>FY14</b>	0	0
<b>FY13</b>	0	0
<b>FY12</b>	0	0
<b>FY11</b>	0	0
<b>FY10</b>	0	0
<b>FY09</b>	0	0
<b>FY08</b>	0	0
<b>FY07</b>	0	0
<b>FY06</b>	0	0
<b>FY05</b>	2,455	2,242
<b>FY04</b>	0	0

Trend: In recent years the Town has been aggressive in its stance with collecting tax titles and pursuing foreclosures. This resulted in additional revenues during this period (FY 09-FY 12) however, they were for larger valued properties and/or total tax delinquent. Staff changes in the Treasurer/Collector's Office in FY 13 will also impact this line item.

**8. Medicaid Reimbursement**

<u>Medicaid Reimbursements</u>	<u>Estimated</u>	<u>Actual (Net)</u>	<u>Variance</u>
FY 14	\$ 68,000		
FY 13	\$ 90,000	.00 YTD as of 11/12	
FY 12	\$ 90,000	\$ 72,273	(\$17,727)
FY 11	\$100,000	\$123,342	\$23,342
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 it will decline each year.

**9. Wind Turbine Revenue**

The wind turbine was commissioned March 29, 2012. A revolving fund established for the revenue subsidizes electrical costs for all public facilities. FY 13 revenue is being received and there have been some delays in receiving the net metering payment from National Grid in a timely fashion. As of 6/30/12 the turbine had produced 750,098 kilowatt-hours of energy that went directly into the power grid. The FY 12 net between what the Town paid to Scituate Wind LLC and what the Town received from National Grid was \$37,600. In the current fiscal year the turbine is projected to have a positive net balance of \$125,000 in the revolving fund. However, pending noise complaints by residents is now before the Board of Health and Building Commissioner for review and investigation which will likely involve some legal costs. As a result, revenue projections for FY 14 will remain conservative to allow for these contingencies. Revenues stay with the Revolving Fund so any surpluses would be transferred at year-end by a vote at town meeting. While approximately \$120,000 is anticipated for FY 14, if the turbine ceases operating under the current program for any reason, the revenue, and potential liability exposure for the Town increases exponentially. Right now FY 13, YTD net revenue is \$42,000 (12/1/12).

**10. Solar Array Revenue**

The solar array to be constructed at the Town’s capped landfill must be completed by June 4, 2013. The 3.0 solar array at 280 Driftway is expected to generate energy the middle of June. A second revolving fund has been established to receive and disburse monies associated with the production of this electricity. No revenue is anticipated for FY 13. FY 14 will be the first year of operation and revenue projections have not been included as the project has still not broken ground. Once the project is built and the Town is assured of a revenue stream then estimates can be revised and projected.

**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) contract costs are as follows:

A 1% wage increase in the TOSCA contract is	\$ 13,492	expires 6/30/12
A 1% wage increase in the Laborer’s contract is	\$ 17,042	Settled through 2016*
A 1% wage increase in the AMP contract is	\$ 14,112	expires 6/30/13
A 1% wage increase in the IBPO contract is	\$ 16,793	expires 6/30/13
A 1% wage increase in the IAFF contract is	\$ 27,883	expires 6/30/13

A 1% wage increase for non-union staff \$ 11,961 15 individuals

The School Department has settled the teachers' contract (1%,1.5%,1.5%) and tentative agreements for food service and paraprofessionals through FY 15. The other school contracts are in negotiations.

Four of the five town side contracts expire June 20, 2013. Negotiations will begin in January.

\*The Town has settled tentative agreement (DPW) through June 30, 2016

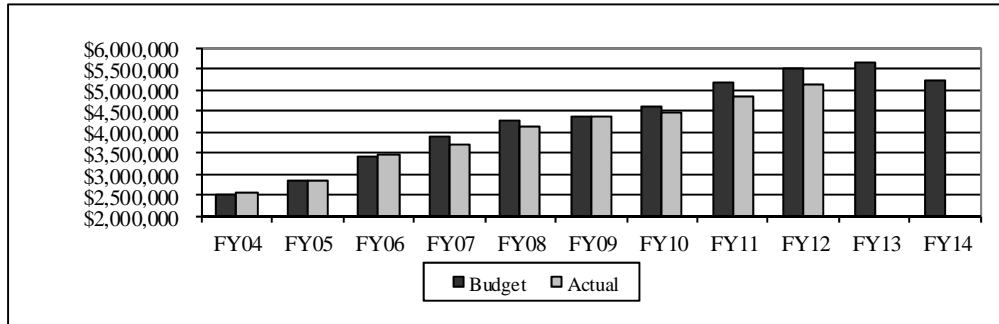
### Net School Spending

	Net School Spending	Minimum Threshold	Variance (+/-)
FY 12	34,230,587	27,631,498	6,577,530
FY 11	31,036,772	27,070,686	5,506,031

The Town of Scituate Net School Spending amount as budgeted for FY 12 exceeded the minimum amount required under the education reform formula by \$6,677,530.

### 4. Contributory Health and Life Insurance

In FY 13 plan design changes were negotiated for all employees as the result of new legislation passed in 2012 amending MGL Chapter 32B by adding new sections (21a-23). The Town accepted these provisions to address challenges in increasing health care costs. An agreement was executed with all collective bargaining units and retirees through June 30, 2015.

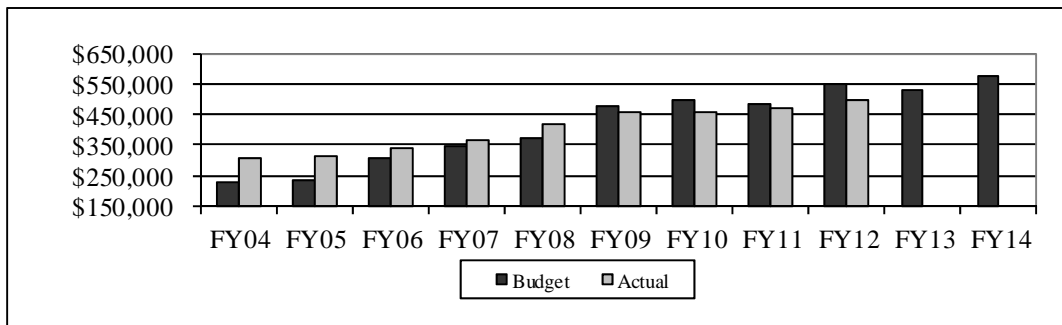


	Budget	Actual	Variance
FY14	5,208,364		
FY13	5,508,907		
FY12	5,508,907	5,115,061	393,846
FY11	5,193,724	4,880,286	313,438
FY10	4,586,242	4,474,572	111,670
FY09	4,353,000	4,351,147	1,853
FY08	4,272,554	4,145,935	126,619
FY07	3,866,882	3,716,529	150,353
FY06	3,398,250	3,452,726	(54,476)
FY05	2,837,000	2,837,000	0
FY04	2,500,000	2,556,014	(56,014)

Trend: Rates are voted by the Mayflower Municipal Health Care Group in January or February after the Town budget is submitted. We have been verbally informed by MMHCG to plan on a 6-8% increase for FY 14 which is reflected here. Fluctuations throughout the year in the total enrolled census also have minor impacts. With the negotiated changes, some stabilization and predictability should return to this large line item.

5. Medicare/FICA

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
FY 14	574,459		
FY13	528,423	177,082	YTD 12/1
FY 12	552,876	498,252	54,624
FY11	487,000	469,321	17,679
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)



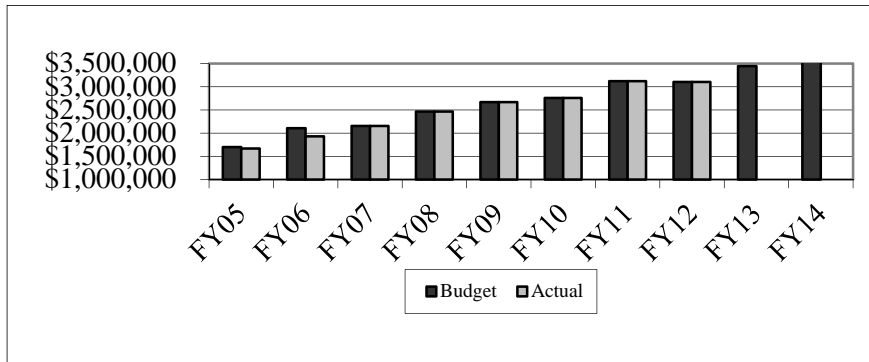
Trend: This line item varies with the total employee census and wages paid as is up considerably from FY 13.

6. Retirement Assessment (Contributory and Non-Contributory)

FY 14 Retirement Assessments will increase approximately 4% to \$ 3,584,859. A **\$130,648** increase over FY 13. Actual assessments will not be voted until January.

Contributory

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
<b>(FY 15)</b>	<b>4,298,375</b>	<b>estimated</b>	<b>716,404 over FY 14</b>
FY14	3,584,859		
FY13	3,444,211	3,103,047	137,768
FY12	3,103,047	3,103,047	
FY11	3,118,030	3,118,030	
FY10	2,758,350	2,758,350	
FY09	2,668,612	2,668,612	
FY08	2,464,168	2,464,168	
FY07	2,153,248	2,153,248	
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	



Non Contributory

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
FY14	62,979		
FY13	62,979		
FY12	73,590	61,809	11,781
FY11	88,094	80,878	7,216
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	91,389	3,320
FY05	113,161	104,978	8,183
FY04	119,500	103,824	15,676

Trend: Retirees are at 5% contribution levels (as opposed to the current rate of 9+2% for active employees) which will continue to 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 three retirees still paid through non-contributory pensions as a result of being enrolled before the current contributory retirement system was established and this amount increases with cost of living adjustments.

**In FY 15 mortality rates must be factored into retirement costs and assessments. With retired employees living longer this is going to result in a significant increase of approximately 20% for FY 15 over FY 14, a potential increase of over \$700,000 for FY 15). As such, in order to potentially smooth such an increase, an additional amount of funds has been identified for FY 14 expense assumptions under the Stabilization Fund.**

7. Other Post-Employment Benefits (OPEB)

Created at the April 2011 Annual Town Meeting, this Fund is a reserve to cover the cost of the unfunded liability of the Town’s future health care costs for retirees. That liability is currently \$53,916,330. A new actuarial study is required in calendar 2013. The Town’s financial policy is to allocate 2% of the annual retirement assessment into this Fund. Year-end transfers have assisted in building this account and this practice will continue to the extent possible.

Year	Allocation	Balance 6/30
<b>(FY 15)</b>	\$143,200**	
FY 14	\$71,740	\$133,916
FY 13	\$68,884	
FY 12	\$14,983*	

\*created in 2011 for FY 12 first-year appropriation

\*\*based on FY 15 projected retirement assessment of 20% increase

Trend: The Town lags on this fund because it was not created sooner (2011). An allocation of funds must be made each year. It is reviewed for the auditor’s management letter as a federal mandate, and a critical review component for bond rating agencies.

8. Workers’ Compensation

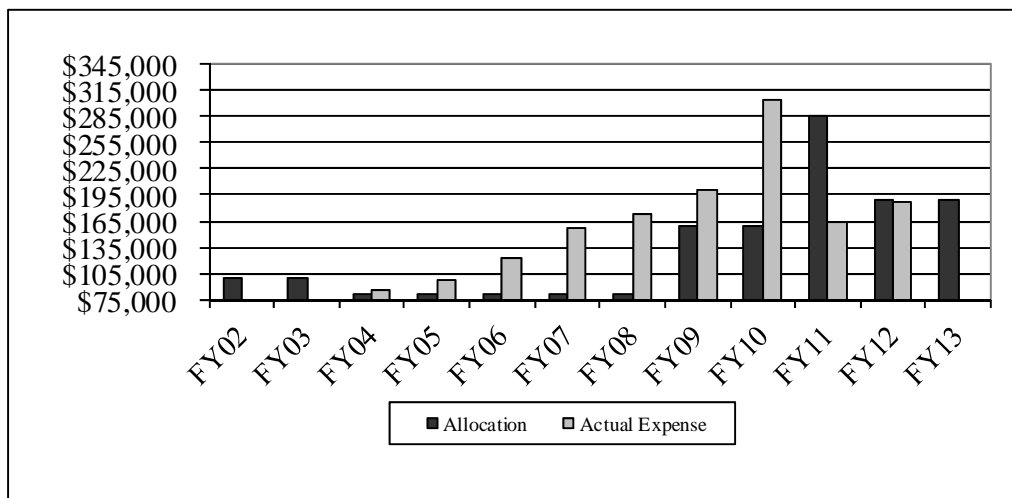
	Budgetary Allocation On June 30 (FY total)	Actual Expense	Variance
FY 14	\$ 257,000		
FY 13	\$ 257,000 budgeted	\$ 44,999 YTD	
FY 12	\$ 225,931	\$ 187,169	\$ 38,762
FY 11	\$ 285,000	\$ 164,938	\$120,062

FY 10	\$ 160,000	\$ 303,738	(143,738)
FY 09**	\$ 160,000	\$ 201,012	(41,012)
FY 08	\$ 80,000	\$ 173,476	(93,476)
FY 07	\$ 80,000	\$ 156,587	(76,587)
FY 06	\$ 80,000	\$ 122,407	(42,407)
FY 05	\$ 80,000	\$ 98,220	(18,220)
FY 04*	\$ 80,000	\$ 84,865	(4,865)
FY 03	\$ 100,000	\$ 57,974	\$42,026
FY 02	\$ 100,000	\$ 51,720	\$48,280

\* Line of Duty included in expenditures included from FY 04 to FY 09.

Separate insurance now.

\*\* New budget approach

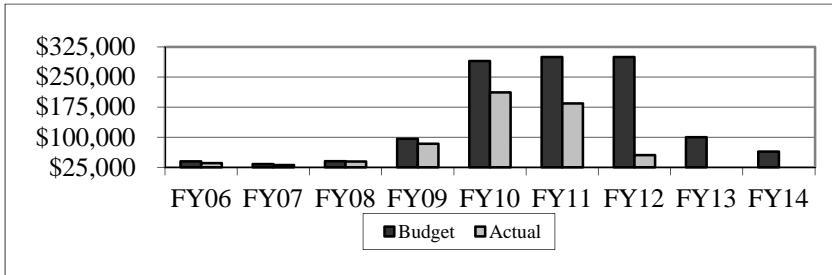


Trend: Before FY 11 this account was severely under-funded. An accounting change in FY 11 has helped mitigate costs somewhat, however the cost obligations for this Fund will continue to be high based on settled claims prior to FY 10. Stop/Loss coverage will guard against substantial medical claims. The goal is to have the Fund Balance sufficient enough such that the interest generated can pay the premium and other administrative costs for the fiscal year. We are far from that. In FY 11 and FY 12, year-end transfers were made to this account from surplus health insurance funds in order to address the shortfalls in this account. The Fund Balance goal is \$750,000. This Fund must cover all medical and other costs of an employee injured on the job.

### 9. Unemployment

	<b>Appropriated</b>	<b>Actual</b>	<b>Variance</b>
FY 14	\$ 64,000		
FY 13	\$100,000	\$16,204 YTD	
FY 12	\$291,000	\$ 55,148	\$235,852
FY 11	\$300,000	\$184,232	\$115,768
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 prior years in anticipation of layoffs as a result of the economic downturn. Budgetary reductions have resulted as the employee census stabilized. If staff reductions occur in FY 14 this line item will need to be increased.

#### 10. Special Education

	<u>Outside Placements</u>	<u>Circuit Breaker Reimbursements</u>
FY 14	\$ 2,300,000	\$ 550,000
FY 13	\$ 2,264,763	\$ 943,008
FY 12	\$ 2,233,054	\$ 837,738
FY 11	\$ 2,014,783	\$ 366,754
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 FY14 estimated projection is based on present students. On December 4 the Governor made emergency cuts to the FY 13 budget resulting in a 5% cut to this account. It is projected FY 14 could be reduced as much as 60% and the projection reflects this accordingly.

#### 11. Stabilization Fund

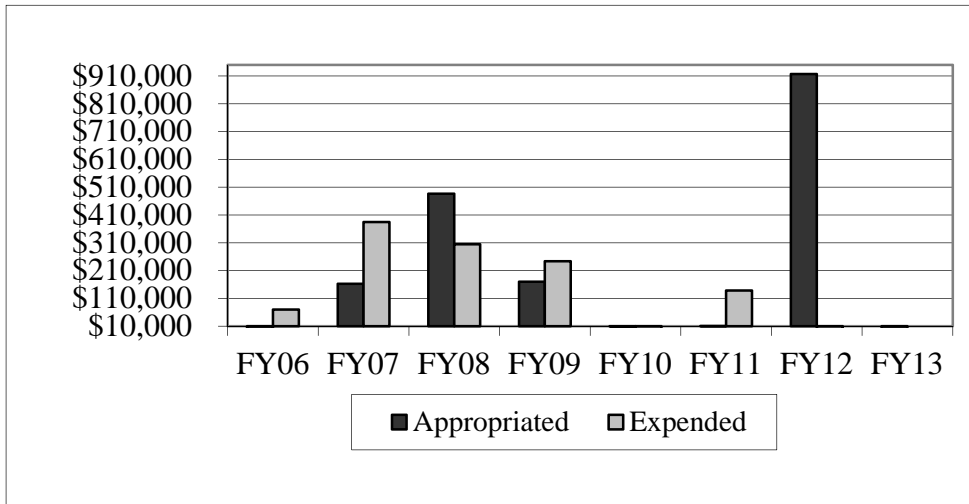
An allocation should be made each year to the Stabilization Fund. Interest earned by the Stabilization Fund will be allocated back into it.

	<b>Appropriated</b>	<b>Interest</b>	<b>Expended</b>	<b>Balance 6/30</b>
				\$3,009,925
FY 14	\$ 75,000			
FY 13	0			\$2,264,763
FY 12	\$ 917,333	\$ 8,129		\$2,084,463



FY 11	\$ 10,218	\$ 10,527	\$ 138,315
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/Chart reflects appropriations after beginning balance in FY 06



**Trend:** The Town supported a substantial allocation into the Stabilization Fund at the 2011 STM. \$138,000 in funds used for the December 2010 storm was replenished despite no state or federal support being received. An additional amount was transferred into the Fund to boost reserves in June of 2012.. **An expense assumption to smooth the estimated 20% increase in pension costs for FY 15 is included.**

## 12. Capital Stabilization Fund

\$100,000 of taxation is recommended to be put into the Capital Stabilization Fund. Any lack of such a dedicated amount of taxation to capital (commonly referred to as “cash capital” or “pay-as-you-go”) results in an ongoing challenge of funding capital, instead of approaching both operating and capital together. As the Public Facilities Master Plan will play a key component in how funds are allocated for capital for the foreseeable future, no net amount for taxation is being carried in these assumptions for FY 14 until more information is known. Foregoing use of this financial tool is not recommended.

	Amount Appropriated	Recommended
FY 14		\$100,000
FY 13	\$100,000	

Created at the November 2012 Special Town Meeting, the intent of the Fund is to allocate funds for larger capital acquisitions or costs such as a ladder truck, building design or construction, seawall repairs: projects that cannot be absorbed in any one given fiscal year. This will help create stability over time with the intent of avoiding debt spikes.

13 . Reserve Fund

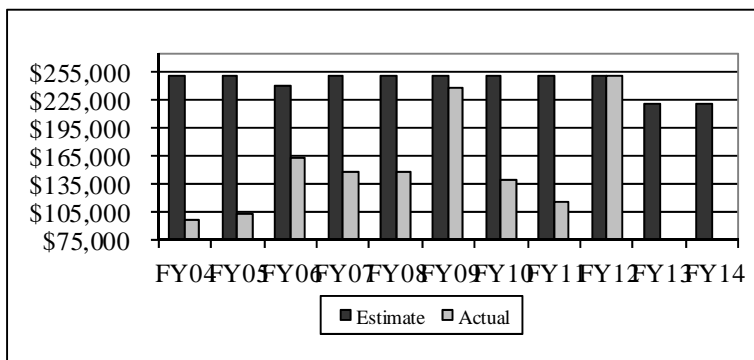
<b>Reserve Fund</b>	<b>Budgeted</b>	<b>Expenditures</b>	<b>Variance</b>
FY 14	\$90,000		
FY 13	\$90,000	\$ 2,423 YTD	
FY 12	\$90,000	\$ 81,725	\$ 8,275
FY 11	\$81,871	\$ 31,000	\$50,871
FY 10	\$90,000	\$ 81,004	\$ 8,996
FY 09	\$90,000	\$ 90,000	
FY 08	\$90,000	\$ 89,840	\$ 160
FY 07	\$90,000	\$ 86,460	\$ 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. In FY 11 there was a turn-back of \$50,871, in FY 12, \$8,275.

14. Allowance for Abatements/Exemptions

The allowance for abatements and exemptions for FY 2014 will be approximately **\$220,000**.

	<u>Estimated</u>	<u>Raised</u>	<u>Actual</u>
FY 14	\$220,000		
FY 13	\$220,000		
FY 12 *	\$250,000	\$250,000	\$249,524
FY 11	\$250,000	\$250,000	\$114,741
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: This budget is projected very tightly for FY 14. FY 12 was a revaluation year, and overrides for both general operating and debt. The annual reserve of \$35,000 for the Archdiocese was resolved after the Town prevailed in the ATB case. In November of 2012 there was a release of \$85,000 from the Overlay Reserve to fund an FY 09 abatement court judgment and help offset the costs of the Gates Feasibility Study. The financial policies provide for a five-year rolling average review of the overlay reserve.

\* Revaluation year/\*\* Veterans exemption allowance increased.

15. Maturing Debt and Interest (excluded Enterprise Fund Debt)

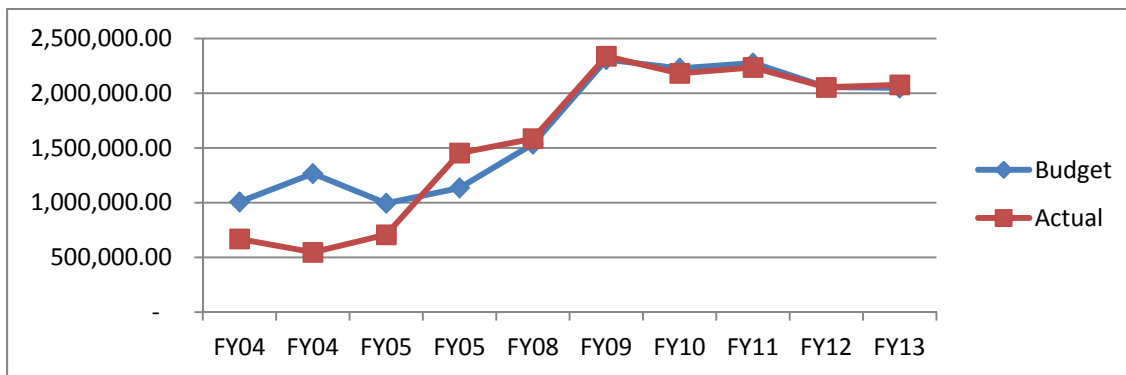
The FY 14 General Fund Debt amount is **\$2,362,633**, a \$315,033 increase over FY 13 as a result of debt issuance.

General Fund Debt

	<b>Budget</b>	<b>Actual</b>
FY 14	2,362,633	
FY13	2,047,600	2,076,600*
FY12	2,055,490	2,054,055
FY11	2,276,194	2,235,778
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
FY 06	994,210	707,530
FY05	1,265,623	546,134
FY04	1,007,078	668,320

\*additional FY 13 interest payment

Trend: The Town issued new debt in March of 2011 and November of 2012. The Town’s bond rating with Standard and Poor’s increased from AA to AA+, an important town goal achieved. Increases in this line item will likely continue and the financial policies direct that the amount rolling off for debt stay within the debt service line item to fund other much needed capital.



16. Capital Improvement Plan (CIP)/Capital Stabilization Fund.

The Town’s five-year rolling capital improvement plan requires a continuous commitment and investment of town funds for scheduled maintenance and replacement of equipment, facility maintenance and larger municipal projects. You will note how changes have resulted in a more stable budget as illustrated by the graph above. The Town’s financial policies state that officials endeavor to allocate 2% of the Town’s net operating fund revenue to the CIP from taxation. In FY 13 this was approximately \$500,000. This amount was proposed in the Town Administrator’s FY 13 draft budget. The 2% guideline is less than in some other comparable communities. Delaying capital results in higher costs over time.

Creation of the Capital Stabilization Fund this past fall will help mitigate this somewhat, but is only a benefit if funds are actually appropriated to it on an annual basis

17. General Liability/Property Insurance

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
<b>FY14</b>	430,000		
<b>FY13</b>	495,000	379,071	YTD
<b>FY12</b>	425,000	434,939	(9939)
<b>FY11</b>	404,200	404,844	(644)
<b>FY10</b>	460,000	460,000	0
<b>FY09</b>	448,007	444,101	3,906
<b>FY08</b>	447,000	434,288	12,712
<b>FY07</b>	437,572	437,572	0
<b>FY06</b>	426,139	426,139	0
<b>FY05</b>	350,464	350,464	0
<b>FY04</b>	330,000	306,253	23,747

Trend: General Liability Insurance was rebid again in FY 13 resulting in a significant savings for the Town as was the case in FY 11. Our new insurance company does not provide rate renewal information until March thus making estimates difficult. However, the Town, depending on claims history, may be eligible for premium discounts and credits for safety and other training initiatives we have undertaken the past six months. We have been advised by MIIA to carry a 10% increase. There are additional allocations for deductibles.

**PROGRAM ASSUMPTIONS:**

Programs, services and staffing should be able to be maintained at current levels which for FY 14. However, increases in pension, OPEB and collective bargaining agreements may constrain discretionary budget allocations.

The availability of funds, prior year identified needs and priorities established by department heads and management performance will also be considered. The Town-side focus this year will be on public building maintenance and facilities as well as continuing staffing and capital needs.

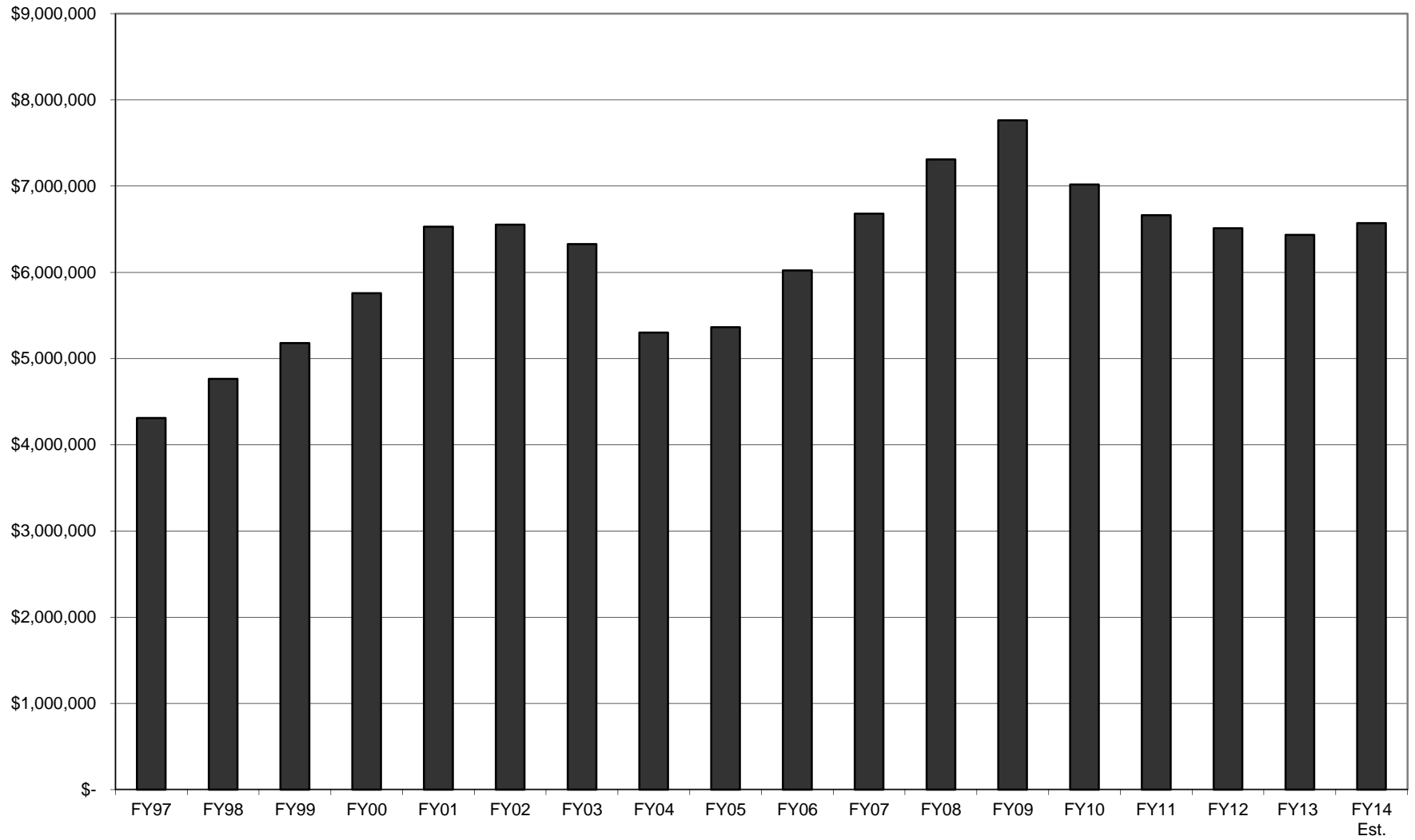
Long-range budget and strategic planning substantiated by established goals and objectives will continue to guide us and has served us well the past few years.

PAV;9/09  
Updated: 10/10  
Updated:10/11  
Updated 12/12

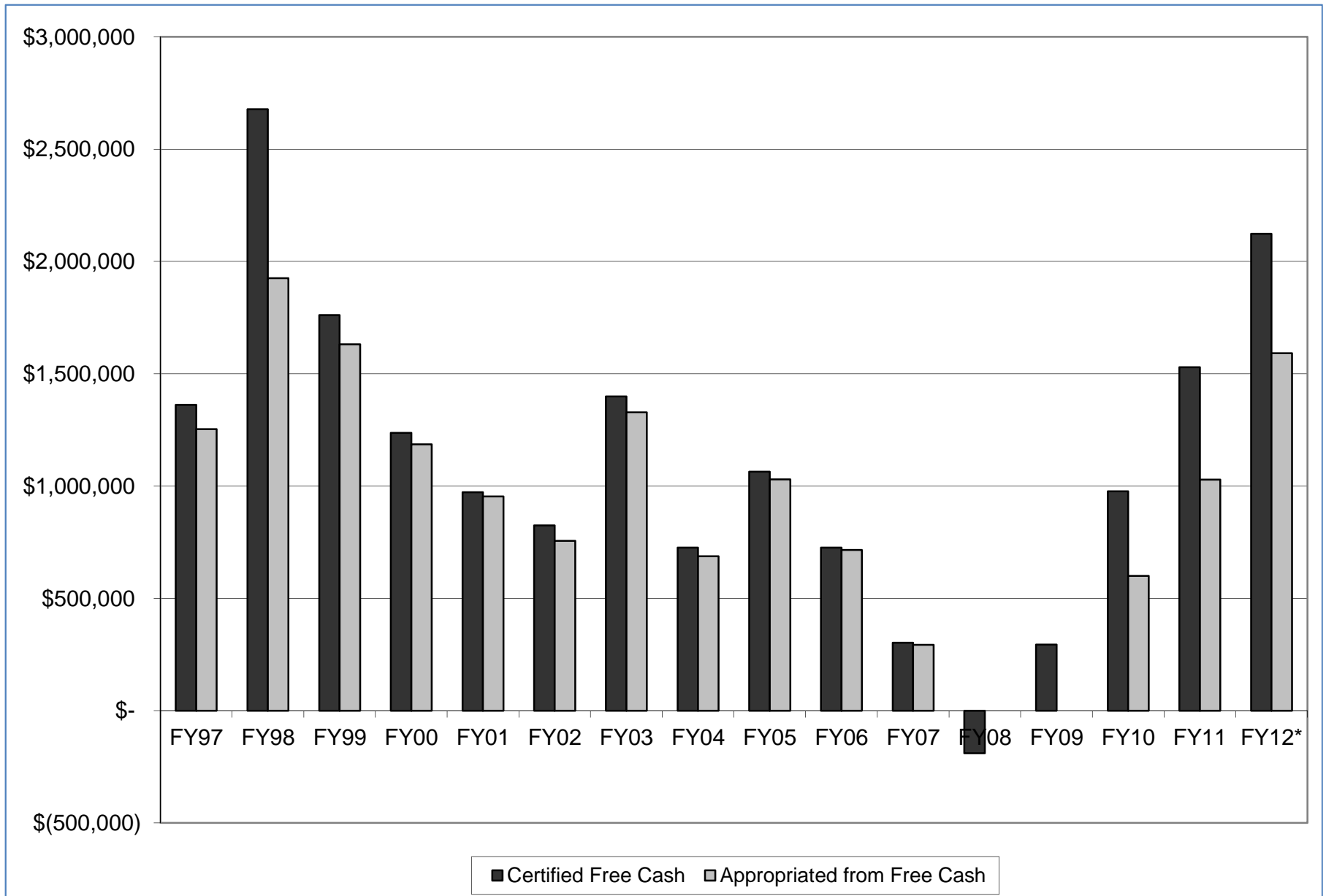
*Data provided by:*

Meg LaMay, Town Accountant  
Pam Avitabile, Treasurer/Collector  
Steve Jarzembowski, Director of Assessing  
Paul Donlan, School Business Manager

## Projected State Aid

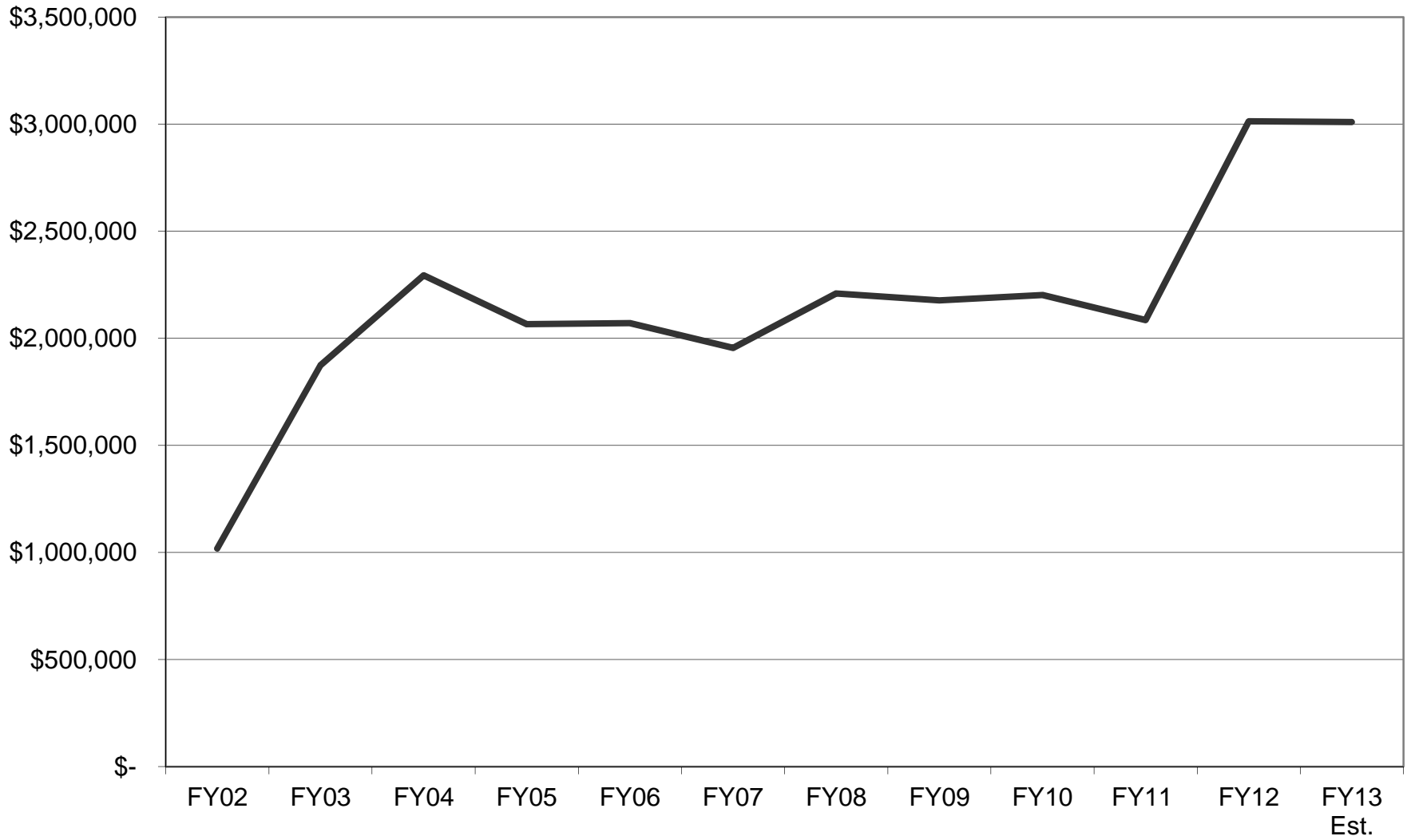


## FREE CASH



\* includes Town Admin. Capital Plan

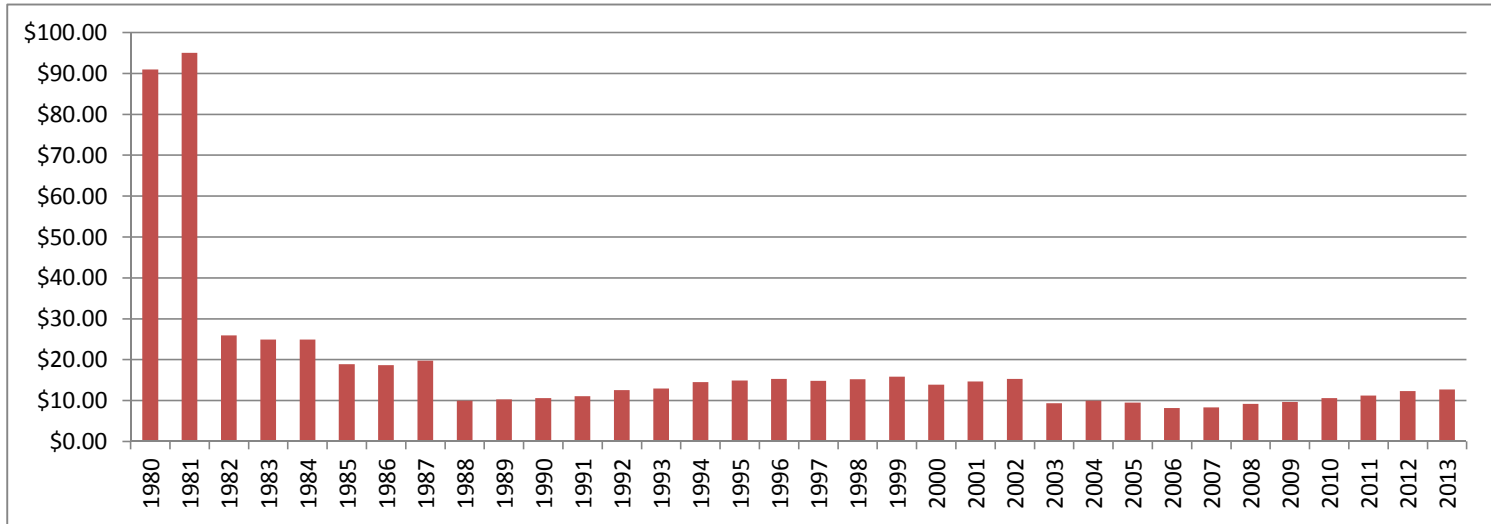
### Stabilization Fund Balance





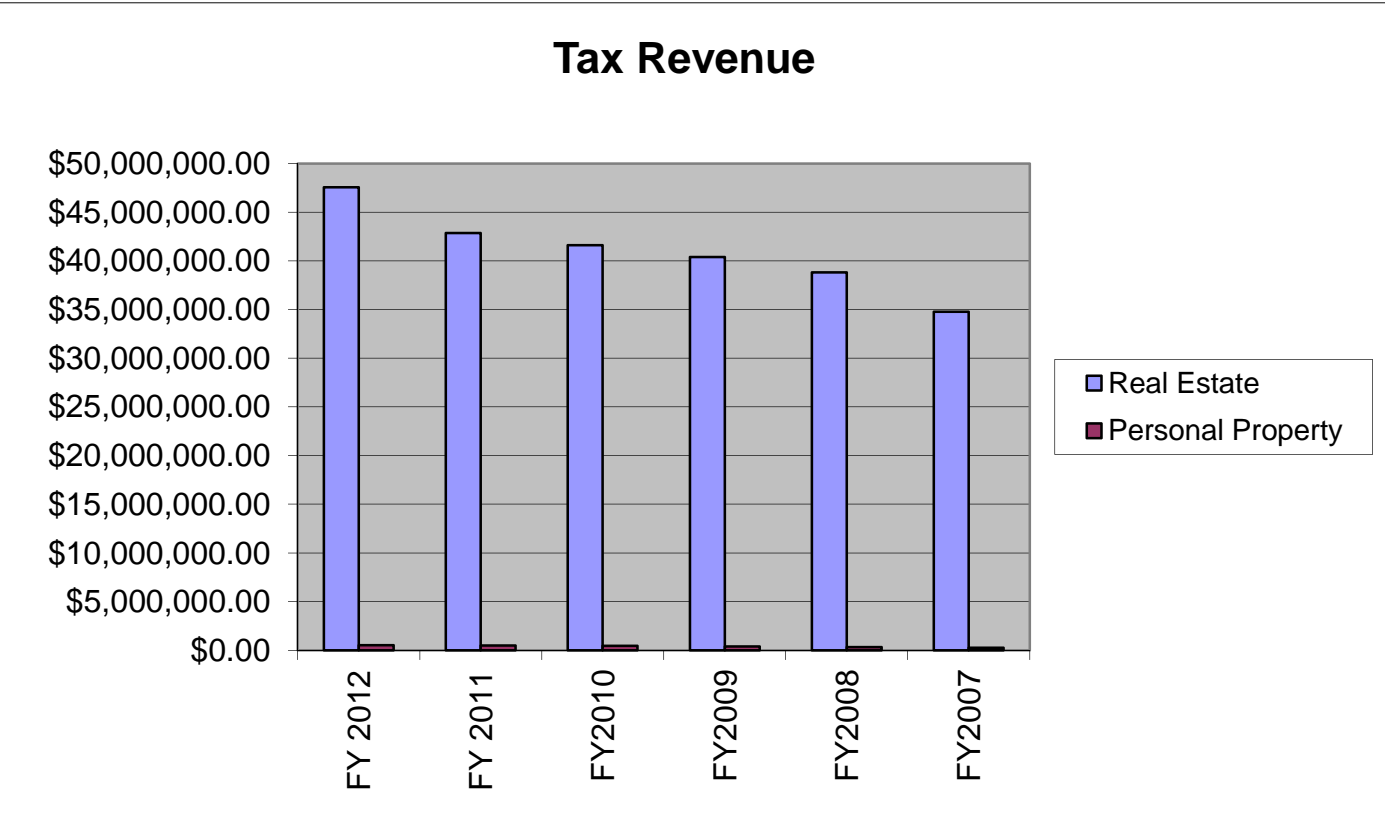
## Tax Rates for the Town of Scituate

YEAR	TAX RATE	YEAR	TAX RATE
1980	\$91.00	1997	\$14.80
1981	\$95.00	1998	\$15.19
1982	\$25.90	1999	\$15.87
1983	\$24.90	2000	\$13.85
1984	\$24.90	2001	\$14.70
1985	\$18.90	2002	\$15.31
1986	\$18.68	2003	\$9.38
1987	\$19.78	2004	\$10.00
1988	\$10.01	2005	\$9.48
1989	\$10.27	2006	\$8.16
1990	\$10.57	2007	\$8.31
1991	\$11.09	2008	\$9.22
1992	\$12.54	2009	\$9.68
1993	\$12.97	2010	\$10.56
1994	\$14.50	2011	\$11.25
1995	\$14.93	2012	\$12.34
1996	\$15.33	2013	\$12.72

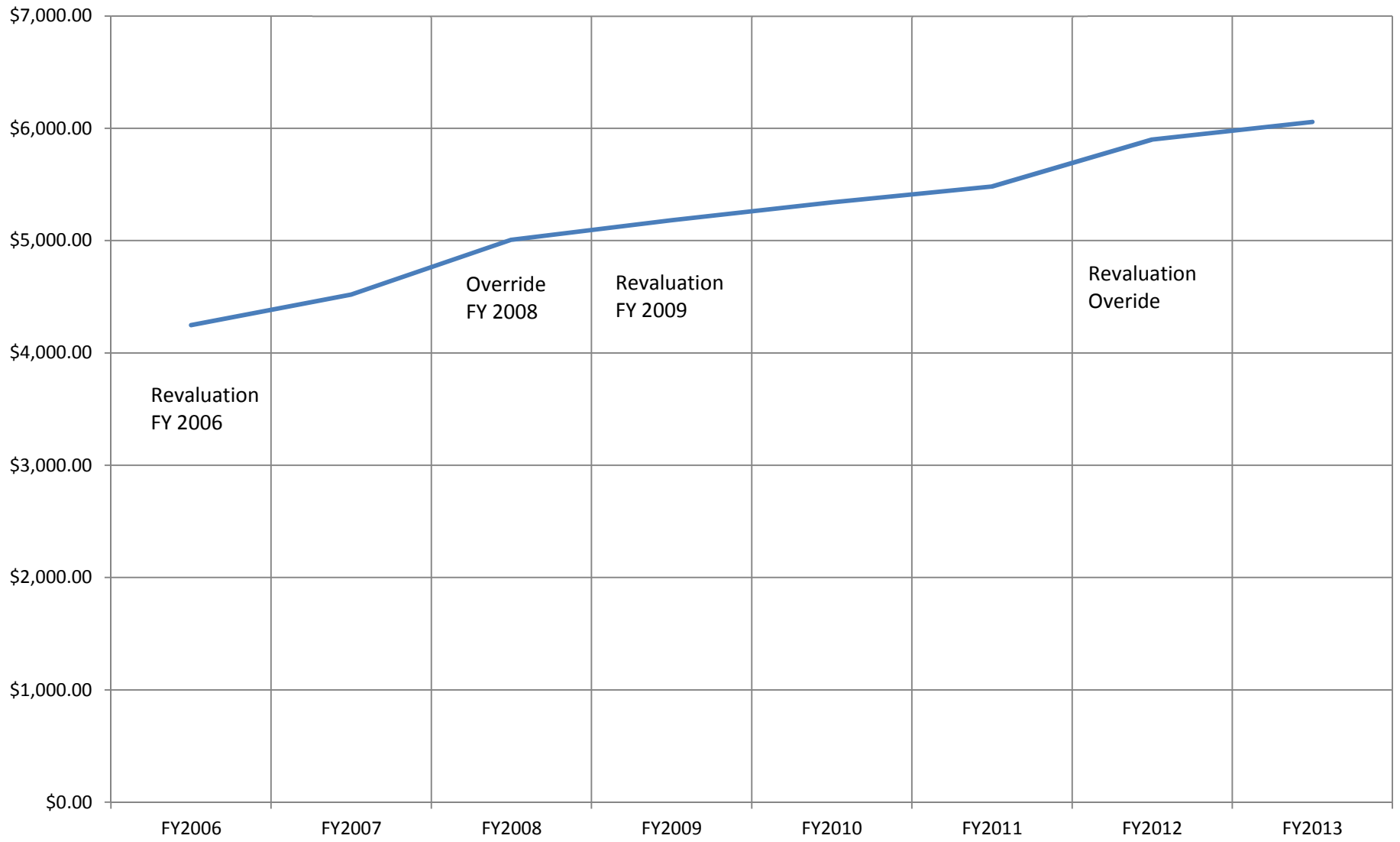


# Town of Scituate Tax Revenue

	FY 2012	FY 2011	FY2010	FY2009	FY2008	FY2007
Real Estate	47,572,246.55	42,850,617.75	41,612,792.18	40,409,057.49	38,811,852.77	34,788,088.44
Personal Property	509,909.44	481,028.74	441,115.17	391,226.88	311,417.58	253,441.04
Total	48,082,155.99	43,331,646.49	42,053,907.35	40,800,284.37	39,123,270.35	35,041,529.48



# Town of Scituate Average Single Family Tax Bill



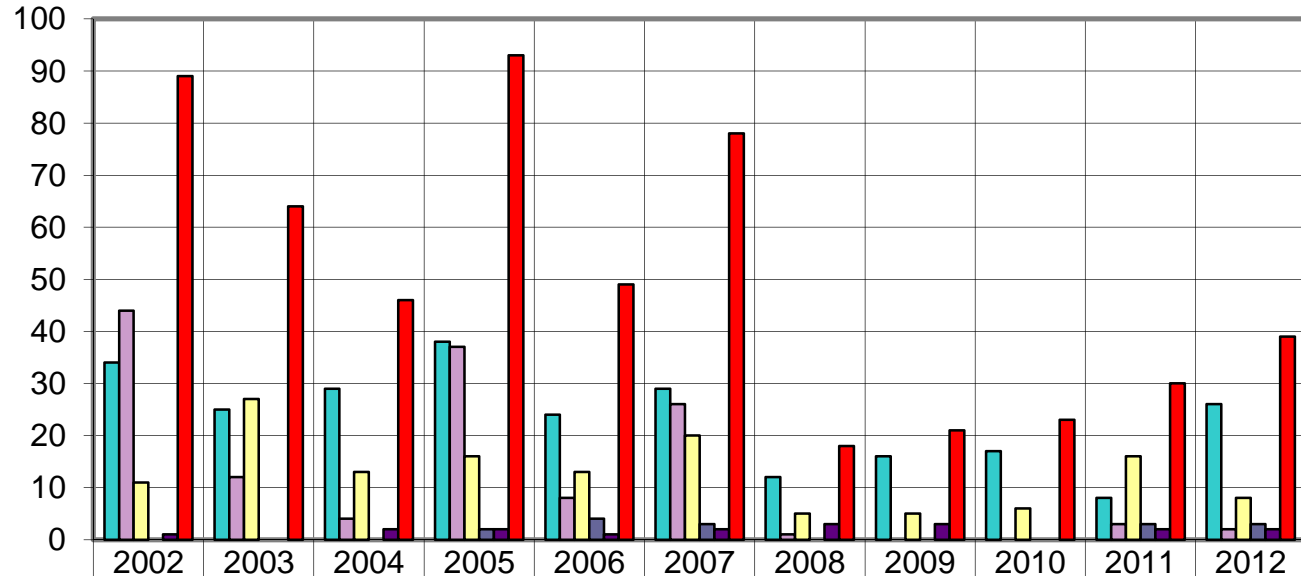


**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**SCITUATE POPULATION**

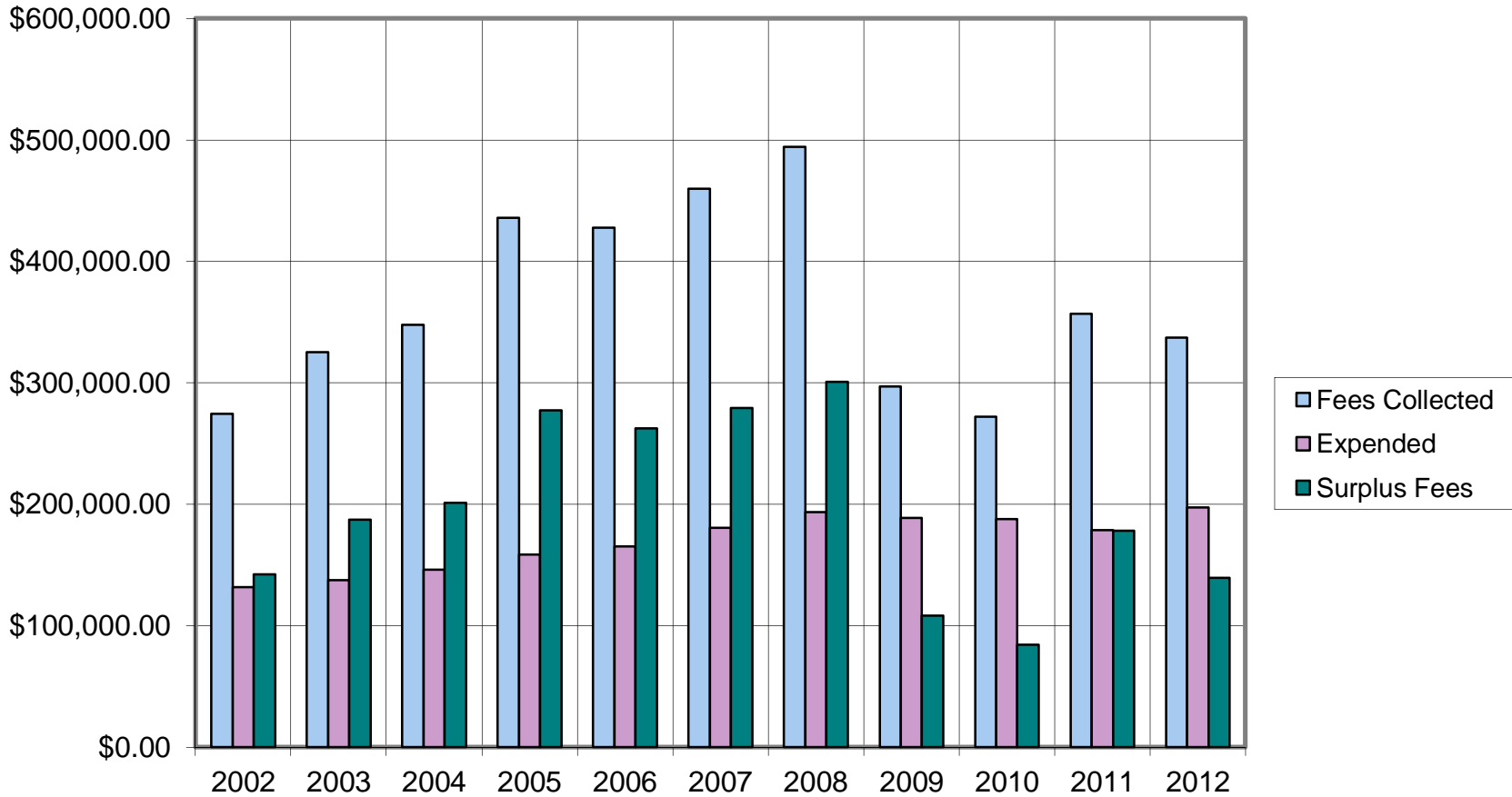
WARD	PRECINCT	ACTIVE	INACTIVE	NON-VOTER	TOTAL
0	1	2362	10	877	<b>3249</b>
0	2	2265	15	872	<b>3152</b>
0	3	2215	27	802	<b>3044</b>
0	4	2427	15	643	<b>3085</b>
0	5	2254	14	765	<b>3033</b>
0	6	2212	19	672	<b>2903</b>
TOTAL		<b>137735</b>	<b>100</b>	<b>4631</b>	<b>18,466</b>

## Town of Scituate- All Dwelling Units Permitted 2001-2012



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Single-Family	34	25	29	38	24	29	12	16	17	8	26
Condo/Duplex	44	12	4	37	8	26	1	0	0	3	2
Reconstruction	11	27	13	16	13	20	5	5	6	16	8
40B Developments	0	0	0	2	4	3	0	0	0	3	3
Accessory Dwellings	1	0	2	2	1	2	3	3	0	2	2
<b>Total Dwelling Units</b>	<b>89</b>	<b>64</b>	<b>46</b>	<b>93</b>	<b>49</b>	<b>78</b>	<b>18</b>	<b>21</b>	<b>23</b>	<b>30</b>	<b>39</b>

## Comparison of F/Y Building Department Revenues and Expenditures



Please note that prior to F/Y 2008 "Fees Collected" were based on calendar year revenues.

## Explanation of Bond Ratings and What They Mean

Moody's Investor Service Ratings	Standard & Poor's Service Ratings	Scituate's Historical Rating	<p>On November 6, 2012 the Town of Scituate's bond rating was upgraded to AA+ <b>Standard &amp; Poor's cited the Town's very strong income and property wealth levels, stable revenue profile, improved budgeting practices, low overall net debt burden, and modest future capital needs as positive credit factors.</b></p> <p><b>Prior to 2011, the Town was rated by Moody's.</b></p> <p><b>With the latest upgrade, only 12% of communities rated are rated higher than Scituate.</b></p>
Aaa	AAA		<p>An obligor rated <b>AAA</b> has extremely strong capacity to meet its financial commitments. Bonds are of the highest quality. They carry the smallest degree of investment and offer investors the lowest yields. Interest payments are protected by a large or by an exceptionally stable margin and principal is secure.</p> <p>An obligor rated <b>AA</b> has very strong capacity to meet its financial commitments. It differs from the highest-rated only to a small degree. Bonds are of high quality by all standards. They are rated lower than the AAA bonds because margins of protection may not be as large or fluctuation of protective elements may be of greater amplitude or there may be other elements that make the long-term risk appear somewhat greater.</p> <p>An obligor rated <b>A</b> has strong capacity to meet its financial commitments. Bonds possess many favorable investment attributes and are considered to be upper medium-grade. Factors given security to principal and interest are considered adequate, but elements may be present which suggest a susceptibility to impairment some time in the future.</p> <p>An obligor rated <b>BBB</b> has adequate capacity to meet its financial commitments. Bonds are considered a medium-grade. The interest payments and principal security appear adequate for the present but certain protective elements may be lacking or maybe unreliable over any great length of time. Such bonds lack outstanding investment characteristics.</p> <p>An obligor rated <b>BB</b> is less vulnerable in the near term than other lower-rated obligors. However, it faces major ongoing uncertainties and exposure to adverse business, financial, or economic conditions, which could lead to inadequate capacity to meet its financial commitments. Uncertainty of position characterizes the bonds in this class.</p> <p>An obligor rated <b>B</b> is more vulnerable. Adverse business, financial, or economic conditions will likely impair the obligator's capacity to meet its financial commitments. The bonds generally lack characteristics of the desirable investment.</p> <p>An obligor rated <b>CCC</b> is currently vulnerable, and is dependent upon favorable business, financial, and economic conditions to meet its financial commitments. Bonds are of poor standing.</p> <p>An obligor rated <b>CC</b> is currently highly vulnerable. Such issues are often in default or have other marked shortcomings.</p> <p>An obligor rated <b>C</b> is highly vulnerable. This is the lowest rated class of bonds, and issues so rated can be regarded as having extremely poor prospects of ever attaining any real investment standing.</p>
Aa1	AA+	2012	
Aa2	AA	2011	
Aa3	AA-	2003-2010	
A1	A+		
A2	A		
A3	A-		
Baa1	BBB+		
Baa2	BBB		
Baa3	BBB-		
Ba1	BB+		
Ba2	BB		
Ba3	BB-		
B1	B+		
B2	B		
B3	B-		
Caa	CCC		
Ca	CC		
C	C		

**Town of Scituate  
Financial Policies  
Adopted by Vote of the Board of Selectmen  
October 2, 2012**

*Purpose:*

This document endeavors to address and document prudent financial policies for the Town of Scituate which will insure fiscal stability during periods of downturn and insure that allocations and reserves are made to secure against future obligations.

The policies must also provide for an adequate level and quality of services for the welfare of citizens of our community in conjunction with its mission and statutory responsibilities.

The policies must also provide for balance and equity in providing services and have the flexibility to withstand external economic or environmental events and other factors and variables over which it has no control.

The policies must also consider growth and change in the community as a whole.

**Balanced Budget**

- The cost of all operations of the Town shall be funded on a fiscal year basis out of current revenues.
- The Town shall have a goal to not defer maintenance of capital equipment and facilities or defer the costs or the recognition of such costs.
- The Town will adopt a budget based on sound business practices which relate departmental performance to actual outcomes of established goals and objectives.

*Rationale:*

This policy endeavors to avoid budgetary decisions which appear to balance the current year's expenditures at the expense of future year's expenditures. The delay of building and equipment maintenance or the recognition of the cost of operations and maintenance to future years are two of the most common budget actions which are often employed to balance a budget when it is merely passing costs onto future budgets, taxpayers and residents. In the case of deferred maintenance, the costs to future taxpayers may actually be greater than would otherwise be the case. For example, the delay in routine maintenance to a roof may lead to higher costs for damages to buildings and contents later.

*Practice:*

The Town balanced its FY 2011 and FY 2012 budgets within existing revenues. In prior fiscal years substantial Free Cash was used to balance the budget. Detailed budget instructions now distributed in November of each year include projections for fixed costs and projected increases in known accounts with directions for budgetary requests or reductions.



## **Compensation and Benefits**

- The Town endeavors to compensate its employees at the prevailing market rate for wage and benefits employing objective compensation surveys every three to five years. The change in salaries, wages and benefits from year to year shall not exceed that which can be sustained on an ongoing basis out of recurring revenues. Economic downturns will trigger a review of this policy.

### *Rationale:*

The Town is a service delivery organization. On average, 70% of the budget, excluding long-term debt payments and enterprise funds, is in salaries and wages. Therefore it is important for the Town to be very prudent in managing both its human resources as well as the related payroll costs since mistakes can have a profound impact on future town operations.

This creates a paradox in that a highly motivated and capable workforce is required on one hand to deliver quality services and yet must keep its overall growth in payroll costs within limited annual revenues.

This policy states that the Town will compensate employees and establish an annual appropriation for the merit pool for professional and support staff within the annual changes in revenues. Therefore unless there is some offsetting reduction in expenses through productivity gains, this policy requires that a specific revenue source always be defined prior to negotiating wage and salary increases.

### *Practice:*

Traditionally the Town has approved salary increases to non-unit personnel after all budgetary considerations have been met. For FY 12 and FY 13, a merit pool has been funded in accordance with the new merit-based performance evaluation system for professional and support staff. Collective bargaining increases and appropriate funding on the town-side is considered during negotiations with full cost/benefit analysis provided. Such costing methods are suggested to be implemented in the School Department.

## **Revenues**

- The Town will estimate its annual revenues, in detail, by use of objective analysis in which the assumptions and factors through which the estimates are derived are clearly stated and explained.

### *Rationale:*

Much attention is paid to the Town's revenue budget to assure that taxpayer's money is expended in a prudent and cost effective fashion. The Town has an expenditure budget which does not receive as much public discussion but this budget but it is just as important. In 2009 a Financial Trend Monitoring report was implemented to track expenditures on the town-side historical fluctuations such as fire overtime and gasoline costs.

The Town will endeavor to maintain a diversified and stable revenue system to shelter it from short fluctuations in any one revenue source.

The Town relies upon property taxes for about most of its operations, the remainder in enterprise fund fees. Each of these sources tends to be stable and they are unlikely to experience sudden unexpected reductions during the course of a budget year. Local aid payments from the Commonwealth and certain revenues such as building permits and related fees however, are likely to vary considerably with economic conditions and other circumstances which are beyond its control.

This policy calls for the Town to make certain that it does not become overly dependent upon any one revenue source and, in particular upon revenue which is likely to be uncertain and subject to reductions due to circumstances beyond the Town's control. This policy further recognizes that revenues sources such as fees and permits as distinguished from Revolving Funds do not travel with the Department raising them. All revenues are considered part of balancing the Town's overall operating budget.

*Practice:*

The Town employs a conservative and fiscally prudent historical analysis approach to estimating local receipts which has proved reliable over the past three years. The Town will be conservative in estimating revenue sources such as new growth, Medicare reimbursements and tax title receipts to insure a stable return over time.

- The Town will maintain property assessments for the purpose of taxation at full and fair market value employing sound appraisal practices on an ongoing basis. Given the significance of property taxes to both town government and taxpayers, the Town will provide for the support and resources for the Board of Assessors to properly assess property and to defend such assessments if necessary at the Appellate Tax Board.

*Rationale:*

Property taxes are the principal source of raising revenues to support town services. State law requires that property taxes be charged a property owner on the basis of the property's "full and fair market value" on January 1 of a given year. If a property is under-valued for purposes of taxation a portion of that taxpayer's bill is unfairly shifted to every other property tax payer. Conversely, if a property is over-valued, the property taxpayer pays an unfair extra share of the tax burden.

Abatements are granted to taxpayers out of the Overlay Reserve to rectify such disparities.

*Practice:*

Beginning in FY 11, the Town endeavors to employ a five (5) year fund release program from the Overlay Reserve from prior fiscal years.

- The Town will pursue an aggressive policy of collecting property tax and motor vehicle excise taxes and other local revenues.
- The Town will continue to pursue an aggressive policy of collecting delinquent fees, such as police details and continue timely tax title procedures to maximize all potential revenues.

*Rationale:*

Aggressive collection results in taxpayer equity as well as to assure proper cash flow for the Town.

*Practice:*

Since 2009, the Town has initiated an aggressive tax collection policy that has closed several outstanding delinquencies and will continue this practice with adequate budgetary support. In both FY 12 and FY 13 the Tax Title Account has been increased by \$7,000.

- The Town will endeavor to review its fee structure every three years for specific services which fees are charged to assure that the full cost of providing the service or product are recovered. This review will be coordinated and directed by the Town Administrator in order to insure the uniformity of fee changes as well as fairness and equity in determining appropriate fees.

*Rationale:*

We deliver certain services to specific users, such as building permits in exchange for inspection services. The building permit fee is intended to recover the full costs of providing that specific service. The costs include direct and indirect costs such as insurance, equipment overhead, independent contractors, etc. and this policy states that we will review the fees semi-regularly to assure that taxpayers in general are not subsidizing such fee for service programs.

- The Town may consider the expenditure of revenues which are received as a result of new development and residential growth to offset the increased demand for services from such growth and for capital improvements.

*Rationale:*

New property development brings additional tax revenue to the Town but also brings additional demands for services and for capital improvements. If a portion of these revenues are not properly directed towards meeting these new demands for services and capital outlay then there will be a gradual erosion of the quality of services.

*Practice:*

- In the past few years, fees for fire related permits and Board of Health permits and fees have been increased. In FY 12, liquor license and entertainment license fees are being reviewed. The Town still needs to engage in a time and materials procedural review to insure that the fee completely encompasses the cost of providing the service.

**Public Enterprise Funds (Sewer, Water, Transfer Station, Golf Course Waterways)**

- Rates and fees for sewer, water, transfer station, golf enterprise, and Waterways shall be reviewed annually by the Town Administrator to cover all direct, indirect and capital improvement costs of the systems on a self-supporting basis.

*Rationale:*

Public enterprise funds are self-sustaining businesses which should not be subsidized by general tax dollars. The Board of Selectmen establishes rates to cover the cost of these respective operations. This policy states that the Town Administrator will insure that all direct and indirect costs (such as payroll, property and liability insurance, legal services, administration, etc.) will be covered by those revenues.

- Capital Improvements for Sewer, Water, Transfer Station, Waterways and Golf improvements shall be scheduled within the predictable revenue stream and scheduled to avoid major or unscheduled increases in rates. This includes endeavoring to earmark a minimum amount (2%) of annual revenues for future capital improvements and to be tracked separately in the General Ledger for such purposes.

*Rationale:*

While rates are established annually, it is important that our customers enjoy some stability and predictability in their rates. Large capital outlays in particular, if not properly planned, can cause unexpected increases in the rates. This policy simply states that such capital outlays will be planned in such a way as to avoid such major and unexpected increases. However, appropriate increases in rates will be necessitated and should not set up expectations that they will remain flat over a period of years as in the past.

*Practice:*

Full cost accounting methods have been traditionally employed for all enterprise funds and formulas were revised in 2009. Flat water and sewer rates resulted in lack of capital improvements to the system resulting in a multi-million dollar infrastructure problem which is now being addressed. After increasing fees and management improvements the Transfer Station is now in a positive cash position. The Golf Enterprise Fund is in need of annual capital improvements that have not been addressed as a result of revenue constraints.

- Sewer, Waterways, Water, Transfer Station and Golf services may not exceed the amount which can be sustained within current annual revenues.

*Rationale:*

Many capital projects are funded through the issuance of long term bonds. In the same way a homeowner would not take on a mortgage for an addition or home improvement, the water and sewer system should not incur debt which cannot be repaid within the income streams of the system. This requires a high degree of financial planning to assure that the operation and maintenance of the plant are then not jeopardized by high annual debt service payments.

- Public enterprise revenues are accounted for separately from general fund operations. The Town has established formally recognized enterprise funds consistent with Generally Accepted Accounting Principles and Massachusetts General Laws.

*Rationale:*

Enterprise Funds shall not be used to subsidize general fund expenditures. In the same way, general fund revenues from tax dollars should not be used to subsidize Enterprise Fund operations. There are services provided and expenses incurred in the various town department budgets funded through taxation and these costs (such as insurance, payroll processing, accounting, administration, etc.) are billed to and recovered from the Enterprises as if they were separate business entities. All such direct and indirect expenses are approved by Town Meeting and therefore the charges between funds are controlled ultimately by the voters at town meeting.

*Practice:*

All indirect costs were analyzed and adjusted in FY 11. The Town will review each cost allocation on an annual basis and said costs are provided by the Town Accountant during the

annual budget cycle. As a general rule, there shall be a minimum retained earnings surplus of between \$400,000 and \$500,000. Expenditures resulting in less than the reserve may be curtailed.

### **Capital Improvement Program**

- A comprehensive five (5) year capital maintenance, replacement, and improvements plan shall be updated annually and endeavor to:
  1. Replace fixed assets as the useful life of such assets is completed;
  2. Carry out desired community investments and improvements;
  3. Provide for the normal requirements of growth and change within the community on a regular and scheduled basis.

The Town will make every effort to identify the added annual operating costs of capital improvements along with the direct capital financing costs prior to recommending any capital improvement project.

- As part of the comprehensive Capital Improvement Program, the Town will consider its ability to maintain Net Tax Financed Capital Improvement Expenditures at a level of two percent to three percent (2%) of Net Operating Revenues.
- As part of the comprehensive Capital Improvement Program, the Town shall keep any debt service relief from a prior fiscal year in the debt service budget for the ensuing fiscal year.

#### *Rationale:*

“Net Tax Financed Capital Expenditures” are those which are paid for out of the Town’s annual expense budget as opposed to those which are financed through Long Term Debt. Routine repairs or improvement to a town building (e.g. a replacement boiler at Town Hall ) are likely to be an expense item as opposed to an addition or a large renovation which would be financed over several years. The point of this policy is to avoid using Long Term Debt for small projects.

“Net Operating Revenues” are gross revenues less debt exclusion funds, enterprise operation revenues, free cash, grants, transfers and non-recurring revenues.

#### *Rationale:*

Available funds in the debt service line item will be lost to the General Fund if released. This creates lack of predictability and stability in funding projected costs for the CIP as well as insuring that some sort of reliable revenue source is allocated to the account each year.

#### *Practice:*

The Town will as a baseline, endeavor to allocate 2% of General Fund revenue to the capital plan each year. Prior to FY 12, the Town’s capital process allowed for only minor General Fund capital acquisitions.

The Town will allocate any surplus debt from the General Fund debt service shared cost line item to the ensuing fiscal year.

## **Financial Reserves**

- The Town will seek to adequately fund and maintain financial reserves such as the Stabilization Fund, Reserve Fund and other such formally recognized reserve accounts in order to:
  1. Promote financial flexibility and stability
  2. To meet extraordinary and unforeseen events;
  3. To have sufficient liquidity and cash flow to pay bills on time without the necessity of short term borrowing.

### *Rationale:*

The existence of financial reserves is an important indicator of whether the Town is living within its means. Free Cash and the Stabilization Fund are two of the more common and formally recognized financial reserves which a Town may use to provide reserves. A declining Free Cash/Stabilization Fund is an indicator that the Town is living beyond its means. On the other hand, the existence of a stable Free Cash/Stabilization Fund balance provides a short cushion against an unforeseeable event such as an economic downturn, a reduction in intergovernmental revenues, or an extraordinarily bad winter.

A budget is an estimate of anticipated revenues and expenditures. Every now and then revenues actually turn out to be higher than expected or expenditures lower than expected in which case the Town will have a budget surplus. The first use of such a surplus is to assure that the Town achieves its goal of having 1% of its revenues in a Financial Reserve Account. If this goal is achieved the Town will not rely on such a one-time surplus to fund operating budgets since the Town has a goal of maintaining an expenditure budget which is supported by annual recurring revenues. A one-time budget surplus will therefore be directed to non-recurring expenses.

Assuming adequate and balanced expenditure budgets, which meet the Town's overall financial goals, a recurring budget surplus indicates that the Town is raising too much revenue. Such recurring surpluses will be used to lower the property tax rate. This will result in the Town taxing less than the maximum tax levy allowed under Proposition 2 1/2.

### *Practice:*

Absent this document, the Town has no formal policies for financial allocation capital improvements. It does have an annual allocation into the Stabilization Fund however this until FY 12, this amount had in recent years significantly eroded. The lack of a predictable capital plan also jeopardizes the Town's infrastructure and maintenance position. The ability to adhere to such policies is the mark of a well-managed community.

## **Long Term Debt**

- Long Term Debt will only be used to finance capital improvements and projects. The Town will retire principal on long term debt for any particular project in a period of time which is less than the useful life of the improvement or project. The Town will not use long-term debt to fund any portions of its current operations.

### *Rationale:*

This policy is intended to assure that the Town does not use long term debt for inappropriate purposes. Long Term debt should only be used to finance large capital projects which represent an investment in the community and which represents an expenditure which has a long expectancy well in excess of the period for which the bond will be paid.

- In scheduling new long term debt the Town will consider an average maturity of its total outstanding long term debt at less than ten (10) years. This may not be possible given the Town's present debt schedule and anticipated debt allocations to make up for the previous lack of a viable capital plan.

*Rationale:*

By attempting to keep the average maturity of its long term debt as short as possible the Town maintains future flexibility since its loan obligations are paid off at a faster rate. This is comparable to the benefits of having a fifteen-year home mortgage rather than a thirty-year mortgage. The shorter term mortgage is a little more expensive but the equity in the home builds much faster and overall interest costs are much less.

- In considering and scheduling the issuance of new long term debt the Town will seek to maintain annual principal and interest payments, net of any reimbursements or dedicated revenue sources, at levels which can be sustained out of recurring revenues.
- As a rule, the Town will seek to maintain Net Direct Debt Service at a level of four (4%) to six (6%) of net operating revenues (Net Operating Revenues are gross revenues less debt exclusion funds, enterprise operation revenues, grants, free cash, transfers, and non-recurring revenues).
- Whenever possible the Town will use special assessment, betterment assessment, and similar dedicated revenues to support long term debt.

*Practice:*

The Town's debt is manageable and recent changes in financial practices and reserves should position the Town for future bond rating increases. Given comparable community demographics, the current rating should be higher. The Town has in place good practices for the recovery of costs, such as betterments to fund large scale infrastructure projects.

**Betterment Assessment Policy**

- When a capital project or public improvement provides a measurable financial benefit to property owners in a limited and determinable area as opposed to the community as a whole, the Town will assess betterment assessments in accordance with state statutes and local policies not to exceed the value of the private benefit received.
- The calculation of the revenue to be derived from betterment assessments will be calculated and presented at the time the financial decision is made to move forward with a public improvement.

*Rationale:*

Some projects and capital improvements add to the value of properties in the area of the project and provide attractive amenities and added property value to home owners. Since it

was the investment of public funds which created this added value, the purpose of the betterment assessment is to recover a portion of that expenditure. In accounting for the revenue to be derived from betterment assessments in the financing of this capital project it is important that a formula to be established and the extent of the betterment assessment on property owners be identified at the time the project is proposed so that impacted property owners have complete information at the time the project is approved.

*Practice:*

The Town has a detailed betterment formula to assess beneficiaries of infrastructure improvements.

**Investment Policy**

See Exhibit A

**Miscellaneous**

- Schedule 19

Direct and indirect budgetary items in support of the schools appearing on the town side of the budget which are required to be reported annually to the Department of Education will be in accordance with past practice. The Town will work in cooperation with the School Department to execute an agreement for how these costs are allocated and reported.

*Practice:*

The Town lacks an executed agreement for Schedule 19 Failure to do this also resulted in the inability to claim teacher retiree health insurance costs as a Schedule 19 charge off. However, much progress has been made and will be addressed over the next year.

PAV;09/10  
Revised 12;11



**EXHIBIT A**  
**Town of Scituate Investment Policy**  
**Adopted October 2, 2012**

Purpose

This investment policy is intended to provide guidelines for the management and investment of all Town funds under the control of the Town Treasurer and Assistant Treasurer.

Scope

Section I of the policy statement applies only to the short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds. Section II will apply to funds with special circumstances such as stabilization. Trust funds, in the custody of the Treasurer, will be handled in a separate policy. The Plymouth County Retirement Board is responsible for the investment of Town pension funds. The Treasurer shall serve on the Plymouth County Retirement Board's Advisory Council.

Authorization

The Treasurer has the authority to invest all municipal funds subject to the statutes of the Massachusetts General Law Chapter 44 Section 55, 55A & 55B.

All bank and investment brokerage accounts, with the exception of student activity accounts, shall be maintained in the name of the "Town of Scituate" and shall list the Town Treasurer as the primary signatory and the Assistant Treasurer as a secondary signatory. These two signatories shall be the only officers authorized to withdraw funds from any such account.

Objectives

Massachusetts General Laws, Chapter 44, Section 55B requires the Treasurer to invest all public funds at the highest possible rate of interest reasonably available, taking into account acceptable levels of safety, liquidity and yield while meeting the daily cash requirements for the operation of the Town's business.

- *Safety* – The safety of public funds must be the main objective in the investment program. Investments shall be made in a manner that seeks to preserve principal through the mitigation of credit risk and interest rate risk. Credit risk is the risk of loss due to the failure of the security issuer or depository institution. Interest rate risk is the risk that the value of an investment will fall, resulting in a potential loss or display significant volatility due to changes in market or external interest rates. The diversification of funds, the choice of depository institution and the prudent selection of investment instruments are tools available to the Treasurer to mitigate these risks.
- *Liquidity* – The overall investment of funds shall remain sufficiently liquid to meet all operating requirements that may reasonably be anticipated. Since all possible cash demands cannot be fully anticipated, the Treasurer shall attempt to carry out investment activities in a manner that provides for meeting unusual or unexpected cash demands without requiring the liquidation of investments that may result in forfeiture of accrued interest or loss of principal.
- *Yield* – Investments shall be made to achieve a fair average market rate of return taking into account the safety and liquidity constraints mentioned above as well as any legal requirements imposed by Massachusetts General Laws or Town By-Laws.

## Risk

The Treasurer will adhere to the following risk guidelines for all investments of Town funds:

***Custodial Credit Risk*** - The custodial credit risk for deposits is the risk that, in the event of a failure of a depository institution, the Town would not be able to recover deposits or the securities used to collateralize the deposits from the institution or a third party. For investments, the risk occurs if the Town is unable to recover the value of an investment or collateral in possession of a third party.

The Treasurer will review each financial institution conducting business with the Town on a quarterly basis (see Diversification Section of policy).

All securities not held directly by the Town will be held in the Town's name and tax identification number by a third-party custodian approved by the Treasurer. The Treasurer will receive monthly safekeeping reports from the custodian as well as safekeeping receipts detailing each transaction from the account.

***Interest Rate Risk*** - Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. Short-term investments for funds covered in Section I are by statute limited to one year or less in maturity with all securities held to maturity.

Longer term investments, other than trust funds under the direction of the Commissioners of Trust Funds, will be made for periods not longer than seven years, maintaining an average maturity no greater than three years for the portfolio.

***Credit Risk*** - Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. Short-term investments for funds covered in Section I are by statute limited to US Treasury or Agency securities.

Longer term investments in fixed income securities, other than trust funds under the direction of the Commissioners of Trust Funds, will be made principally for capital preservation and income potential. Corporate debt must be rated "A" or better by either S&P or Moody's rating services. If a security falls below the "A" rating, the security will be monitored by the Treasurer and advisor, if applicable. The security will be noted as an exception to policy if held in the portfolio. The Treasurer and/or advisor may sell the security if a further decline in value is expected.

***Concentration of Credit Risk*** - Concentration of credit risk is the risk of loss attributed to the magnitude of the Town's investment in a single issuer.

The Town will minimize any concentration of credit risk by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized. Specific investment amounts and/or issuer limitations are addressed in the Investment Instrument sections of this policy.

**Foreign Currency Risk** - Foreign currency risk is the risk that changes in foreign exchange rates will adversely affect the fair value of an investment or deposit.

The Town will not invest in any instrument exposed to foreign currency risk.

### Ethics

The Treasurer and Assistant Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair their ability to make impartial investment decisions. The Treasurer and Assistant Treasurer shall disclose, at least annually, to the Town Clerk any material personal depository relationship in financial institutions that do business with the Town as well as any material personal financial investment positions or loans with these institutions.

### Standards of Care

The standard of prudence to be used by the Treasurer shall be the “Prudent Person” standard and shall be applied in the context of managing an overall portfolio. The Treasurer, acting in accordance with written procedures and this investment policy and exercising due diligence, shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided the purchases and sale of securities is carried out in accordance with the terms of this policy.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs; not for speculation but for investment considering the probable safety of their capital as well as the probable income to be derived.

In addition this section would also apply to Massachusetts General Laws Chapter 44 Section 55A which refers to the liability of the Treasurer for losses due to bankruptcy.

### Reporting Requirements

On a semi-annual basis (as of September 30th and March 31st of each fiscal year), the Treasurer shall issue a report to the Board of Selectmen and Advisory Committee containing the following information:

- A listing of Total Funds (both Sections One & Two of this policy statement) on deposit by financial institution or advisor showing percentage of total deposits in each institution, type of insurance coverage or collateral and approximate value of uninsured or uncollateralized funds held by the Town.
- A listing of Total Funds (both Sections One & Two of this policy statement) on deposit by financial institution or advisor by type of deposits or investment showing percentage of total deposits in each institution.
- Summary of interest income, realized and unrealized gains and losses earned on investments on a fiscal year-to-date basis.
- Detail listing of any exceptions to policy stating reason for exception and anticipated date of correction, if applicable.

### Policy Review

This policy will be reviewed annually by the Treasurer and Town Administrator. Any changes to this policy must be approved by vote of the Board of Selectmen.

## **Section I – Operating Funds**

### **Scope**

This section of the Investment Policy applies to short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds.

### ***Investment Instruments***

The Treasurer may invest in the following instruments:

- **Massachusetts State Pooled Funds** Unlimited amount  
The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer. MMDT seeks to obtain the highest possible level of current income consistent with the preservation of capital and liquidity by investing in a diversified portfolio of high quality money market instruments with an average dollar-weighted portfolio maturity of 90 days or less. MMDT investments are not guaranteed by the State, FDIC, or any other governmental agency.
  
- **US Treasury Obligations** Unlimited amount  
Treasury obligations must be held to maturity. The maturity date of these securities must be no greater than one year from the date of purchase.
  
- **US Agency Obligations** Unlimited amount  
Agency obligations must be held to maturity. The maturity date of these securities must be no greater than one year from the date of purchase.
  
- **Bank accounts or Certificate of Deposit accounts (CD's)** with a final maturity no greater than one year from the date of purchase may be made for unlimited amounts if the deposit is fully collateralized by a third party agreement or securities owned by a depository institution that have been segregated from the day-to-day assets of the institution in order to provide collateralization.
  
- **Bank accounts, Certificate of Deposit accounts (CD's) and/or brokered CD's** with a final maturity no greater than one year from the date of purchase up to the FDIC coverage limits. All account balances in a single depository institution are considered in the aggregate to determine FDIC coverage limits.
  
- **Bank accounts or Certificate of Deposit accounts (CD's)** with a final maturity no greater than one year from the date of purchase may be made for unlimited amounts if the depository institution is a member of the Depository Insurance Fund (DIF) or the Share Insurance Fund (SIF). These funds insure all deposits held at a member Massachusetts state chartered savings bank or co-operative bank respectively.
  
- **Money Market Mutual Funds** that are registered with the Securities & Exchange Commission that have received the highest possible rating from at least one nationally recognized statistical rating organization and as referenced in Massachusetts General Laws Chapter 44 Section 55.
  
- **Uninsured or unsecured bank accounts or Certificate of Deposit accounts (CD's)** with a final maturity no greater than one year from the date of purchase are allowed to be held by the Town subject to the following limitations:

The aggregate uninsured portion of deposits held at any one institution cannot exceed 5% of the institutions total deposits reflected on the bank's last filed FDIC Call Report.

No more than 35% of the Town's funds may be held in uninsured accounts. This percentage may be increased for no more than 30 days during times of heavy collections or in anticipation of large payments to be made by the Town such as debt service, pension expense or other expenses determined by the Treasurer as necessitating special cash handling.

### ***Diversification***

The diversification of funds between financial institutions is another important tool available to the Treasurer to ensure the safety of funds on deposit. Given the above limitations regarding investment types and dollar limits as well as insurance coverage requirements, the need to place further limitations on the funds placed in one financial institution is not necessary provided the following:

- All financial institutions with which the Town conducts business will be reviewed by the Treasurer on a quarterly basis utilizing the Veribanc ratings report. In addition, the Treasurer will review the Call Reports and/or the Uniform Bank Performance Report of any institution receiving a "Yellow" classification or receiving less than three stars on the previous quarter's Veribanc report, noting trends in capital ratios, net income, operating expenses, loan losses and loan delinquencies, or any other determining factors which may have resulted in the lower rating (see Exhibit C). The Treasurer will meet with representatives of the institution, as necessary, to further enforce the financial review.
- The Treasurer will, after conducting this review, determine the proper deposit levels to maintain at such institutions or implement an "exit" plan, if necessary, for the eventual removal of Town funds from the institution.

As a sound practice, however, the Treasurer will attempt to maintain no more than 25% of the Town's total funds in one financial institution or 35% with a single advisor. Also, in accordance with Chapter 44, Section 55 of Massachusetts General Laws, the Treasurer will not at any one time have on deposit in a bank or trust company or banking company an amount exceeding 60% of the capital and surplus of such bank or trust company or banking company unless satisfactory security is given for such excess.

## **Section II – Other Special Funds**

### ***Scope***

This section of the Investment Policy applies to funds with special circumstances such as stabilization.

The above funds may be established as a pooled investment portfolio. The accounting of each fund will be maintained separately to ensure that each fund receives their proportionate share of interest, realized and unrealized gains or losses.

### ***Investment Instruments***

Massachusetts General Laws Chapter 44 section 54 states that money should be deposited into savings bank, trust companies incorporated under the laws of the Commonwealth, banking companies incorporated under the laws of the Commonwealth which are members of the Federal Deposit Insurance Corporation, or national banks, or invested in participation units in a combined investment fund under section thirty-eight A of chapter twenty-nine, or in a paid-up shares and accounts of and in co-operative banks, or in shares of savings and loan associations or in share or savings deposits of federal savings and loan associations doing business in the Commonwealth.

Additionally the Town may invest such funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the Commonwealth; provided, that not more than fifteen percent of any such trust funds shall be invested in bank stocks and insurance company stocks, nor shall more than one and one-half percent of such funds be invested in the stock of any one bank or insurance company.

Massachusetts General Law Chapter 167 Section 15A and Section 15B describes the list of legal investments for savings banks which dictates the allowable investments for municipalities.

The Treasurer may invest in the following instruments:

- Massachusetts State Pooled Funds

Unlimited amount

The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer. MMDT seeks to obtain the highest possible level of current income consistent with the preservation of capital and liquidity by investing in a diversified portfolio of high quality money market instruments with an average dollar-weighted portfolio maturity of 90 days or less. MMDT investments are not guaranteed by the State, FDIC or any other governmental agency.

- U. S. Treasuries that maybe sold prior to maturity: Unlimited amounts (With maturity limits as stated in the interest rate risk section of this policy)
- U.S. Agency obligations that maybe sold prior to maturity. Unlimited amounts (With maturity limits as stated in the interest rate risk section of this policy)
- Bank accounts or Certificate of Deposit accounts (CD's) with no limit to the length of maturity from the date of purchase may be made for unlimited amounts if the depository institution is a member of the Depository Insurance Fund (DIF) or the Share Insurance Fund (SIF). These funds insure all deposits held at a member Massachusetts state chartered savings bank or co-operative bank respectively.
- Bank accounts, Certificate of Deposit accounts (CD's) and/or brokered CD's with length of maturity limits from the date of purchase, as stated in the interest rate risk section of this policy, up to the FDIC coverage limits. All account balances in a single depository institution are considered in the aggregate to determine FDIC coverage limits.
- Bank accounts or Certificate of Deposit accounts (CD's) with length of maturity limits from the date of purchase, as stated in the interest rate risk section of this policy, may be made for

unlimited amounts if the deposit is fully collateralized by a third party agreement or securities owned by a depository institution that have been segregated from the day-to-day assets of the institution in order to provide collateralization.

- Uninsured or unsecured bank accounts or Certificate of Deposit accounts (CD's) with a final maturity no greater than two years from the date of purchase are allowed to be held by the Town subject to the following limitations:

The aggregate uninsured portion of deposits held at any one institution cannot exceed 5% of the institutions total deposits reflected on the bank's last filed FDIC Call Report.

No more than 35% of the Town's funds may be held in uninsured accounts.

The credit worthiness of the depository will be tracked by Treasurer utilizing the Veribac rating report. (see Diversification Section)

- Common and preferred stock that are listed in the List of Legal Investments.
- Investment Funds that are listed in the List of Legal Investments.
- All other items not separately identified here that are listed in the List of Legal Investments.

Investments, Chapter 167 Section 15A

### **Post Issuance Tax Compliance Policies**

See Exhibit B

**EXHIBIT B**  
**Town of Scituate, Massachusetts**  
**Post-Issuance Tax Compliance Procedures**  
**For Tax-Exempt Obligations and Other Tax-Benefited Obligations**

**I. Introduction**

These post-issuance compliance procedures of the Town of Scituate, Massachusetts (the “Town”) are designed to provide for the effective management of the Town’s post bond issuance compliance program for tax-exempt and other tax-benefited bonds in a manner consistent with state and federal laws applicable to such obligations.

**II. Post-Issuance Tax Compliance**

The Town Treasurer of the Town shall be the primary bond compliance officer responsible for each issuance by the Town of tax-exempt (or otherwise tax-benefited) bonds, notes, financing leases, or other obligations (herein, collectively referred to as “bonds”). All information related to each bond issue and the facilities, equipment and other assets financed by such issue shall be maintained by or on behalf of the Town Treasurer and the actions taken under subsections A through C of this Section II shall be taken by or on behalf of the Town Treasurer by the Town Treasurer or such other officers or employees of the Town as appropriate, including but not limited to, the Town Treasurer and the Town Auditor.

**A. Tax Certificate and Continuing Education**

- 1. Tax Certificate* - A Tax Certificate is prepared for each issuance of Bonds. Immediately upon issuing any bonds, the Town Treasurer, in conjunction with the Town’s bond counsel and financial advisor, shall review the Tax Certificate and make notes regarding specific compliance issues for such bond issue on the Post-Issuance Compliance Notes form at Exhibit A. The Tax Certificate and Notes shall clearly define the roles and responsibilities relating to the ongoing compliance activities for each bond issue and will identify specific compliance requirements.
- 2. Continuing Education* - The Town Treasurer will actively seek out advice of bond counsel on any matters that appear to raise ongoing compliance concerns and may attend or participate in seminars, teleconferences, etc. sponsored by organizations such as the Massachusetts Collector-Treasurer Association and the Massachusetts Government Finance Officers Association that address compliance issues and developments in the public finance bond arena. In addition, national organizations such as the Securities Industry and Financial Markets Association (SIFMA) and the National Association of Bond Lawyers (NABL) offer numerous training opportunities and materials which may be useful to the Town Treasurer.

**B. Tax-Exempt Bonds Compliance Monitoring**

- 1. Restrictions against Private Use* – The Town Treasurer will continuously monitor the expenditure of bond proceeds and the use of facilities or equipment financed or refinanced with bonds to ensure compliance with Section 141 of the Internal Revenue Code (the “Code”) which generally establishes limitations on the use of bond-financed facilities by non-state or local governmental entities, such as individuals using bond-financed assets on



a basis other than as a member of the general public, corporations and the federal government and its agencies and instrumentalities.

a. **Use of Bond Proceeds** – the Town Treasurer will monitor and maintain records with respect to expenditures to ensure that bond proceeds are being used on capital expenditures for governmental purposes in accordance with the bond documents and document the allocation of all bond proceeds. Such monitoring is required not only for tax-exempt bonds, but also for tax credit bonds.

b. **Use of the Bond-Financed Facility or Equipment**

i. **Equipment assets financed with bonds** will be listed in a schedule for each bond issue, which schedule may be included in the Tax Certificate. Equipment assets generally are not to be disposed of prior to the earlier of (a) the date the bonds and all subsequent refundings of such bonds are fully paid, or (b) the end of the useful life of such equipment. The Town Treasurer will maintain the list of all bond-financed equipment for each bond issue, together with the equipment's expected useful life.

ii. **Constructed or acquired assets financed with bonds** – in order to ensure that assets constructed or acquired using bond proceeds, such as infrastructure assets, are not leased, sold or disposed of prior to the end of the term of the bonds and of all subsequent refundings of such bonds:

- Any asset constructed or acquired with bond proceeds shall be flagged in the Town's records, and
- These projects will be monitored by the Town Treasurer.

iii. If there is any proposal to change the use of a bond-financed facility from a governmental purpose to a use in which a private entity may have the use or benefit of such a facility on a basis that is different from the rest of the general public, the Town Treasurer will consult with bond counsel prior to the occurrence of the proposed change in use.

2. **Qualification for Initial Temporary Periods and Compliance with Restrictions against Hedge Bonds**

a. **Expectations as to Expenditure of "New Money" Bond Proceeds**

i. In order to qualify under the arbitrage rules for an initial temporary period of 3 years for "new money" issues during which bond proceeds can be invested without regard to yield (but potentially subject to rebate), the Town must reasonably expect to spend at least 85% of "spendable proceeds" by the end of the temporary period. In general under Code Section 149, in order to avoid classification of an issue of bonds as "hedge bonds," the Town must both (x) reasonably expect to spend 85% of the "spendable proceeds" of the bond issue within the 3 year period beginning on the date the bonds are issued and (y) invest not more than 50% of the proceeds of the issue in investments having a substantially guaranteed yield for 4 years or more. These expectations have been documented for the Town's outstanding bond issues in the tax certificates executed in connection with each bond issue.

ii. If, for any reason, the Town's expectations concerning the period over which the bond proceeds are to be expended change from what was documented in

the applicable tax certificate, the Town Treasurer will consult with bond counsel.

- b. *Project Draw Schedule Compliance Monitoring*** – While there are unspent proceeds of a bond issue, the Town Treasurer will compare and analyze the original anticipated project draw schedule and the actual expenditure payouts and reimbursements on each bond-financed project on an annual or more frequent basis. The purpose of this analysis is to determine the variances from the original expected draw schedule for each project and to document the reasons for these variances to provide a continual record on the spending progress of each bond-financed project. Factors relevant to the analysis include unexpected delays in the project timelines, extreme weather, contract time extensions due to unexpected events, supplemental agreements and any other factor with a potential to impact the progress or completion of the projects. Generally, there should be no effect on the tax-exempt status of the bonds under either the temporary period rules or the hedge bond rules if the actual disbursements do not meet the original project draw schedule, unless circumstances surrounding the actual events cast doubt on the reasonableness of the stated expectations on the issuance date. Therefore, it is important for the Town Treasurer to update the progress of each project at least annually, and consult with bond counsel as to any variance from the original schedule.
- c. *Bond Proceeds Expenditure Schedule Compliance Monitoring*** – While there are unspent proceeds of bonds, the Town Treasurer will compare and analyze the bond proceeds expenditure schedule and the actual investment earnings on each project on an annual or more frequent basis. The purpose of this analysis is to determine any variances from the expected expenditure schedule and to document the reasons for these variances.

### **3. *Arbitrage Rebate Compliance***

- a.** Bonds may lose their tax-favored status, retroactive to the date of issuance, if they do not comply with the arbitrage restrictions of section 148 of the Code. Two general sets of requirements under the Code must be applied in order to determine whether governmental bonds are arbitrage bonds: the yield restriction requirements of section 148(a) and the rebate requirements of section 148(f).
- b. *Yield Restriction Requirements.*** The yield restriction requirements provide, in general terms, that gross proceeds of a bond issue may not be invested in investments earning a yield higher than the yield of the bond issue, except for investments (i) during one of the temporary periods permitted under the regulations (including the initial three year temporary period described above), (ii) in a reasonably required reserve or replacement fund or (iii) in an amount not in excess of the lesser of 5% of the sale proceeds of the issue or \$100,000 (the “minor portion”). Under limited circumstances, the yield on investments subject to yield restriction can be reduced through payments to the IRS known as “yield reduction payments.” The Tax Certificate will identify those funds and accounts associated with a particular issue of bonds known, as of the date of issuance, to be subject to yield restriction.
- c. *Rebate Requirements***

  - i. If, consistent with the yield restriction requirements, amounts treated as bond proceeds are permitted to be invested at a yield in excess of the yield on the bonds (pursuant to one of the exceptions to yield restriction referred to above),

rebate payments may be required to be made to the U. S. Treasury. Under the applicable regulations, the aggregate rebate amount is the excess of the future value of all the receipts from bond funded investments over the future value of all the payments to acquire such investments. The future value is computed as of the computation date using the bond yield as the interest factor. At least 90% of the rebate amount calculated for the first computation period must be paid no later than 60 days after the end of the first computation period. The amount of rebate payments required for subsequent computation periods (other than the final period) is that amount which, when added to the future value of prior rebate payments, equals at least 90% of the rebate amount. For the final computation period, 100% of the calculated amount must be paid. Rebate exceptions and expectations are documented for each bond issue in the tax certificate executed at the time of such bond issue.

- ii. While there are unspent proceeds of bonds, the Town, at its discretion ,may engage an experienced independent rebate analyst to annually calculate any rebate that may result for that year and annually provide a rebate report to the Town Treasurer. Bond counsel can assist with referrals to qualified rebate analysts.

#### ***d. Timing of Rebate Payments***

The Town Treasurer will work with the rebate analyst to ensure the proper calculation and payment of any rebate payment and/or yield-reduction payment at the required time:

- i. First installment due no later than 60 days after the end of the fifth anniversary of each bond issuance;
- ii. Succeeding installments at least every five years;
- iii. Final installment no later than 60 days after retirement of last bond in the issue.<sup>1</sup>

#### ***4. Refunding Requirements***

***a. Refunded Projects.*** The Town Treasurer will maintain records of all bond financed assets for each bond issue, including assets originally financed with a refunded bond issue.

***b. Yield Restriction.*** The Town Treasurer will work with its financial advisor and bond counsel to maintain records of allocation of bond proceeds for current and advance refundings of prior bond issues to ensure that such bond proceeds are expended as set forth in the applicable tax certificate executed at the time the refunding bonds are issued. Any yield restricted escrows will be monitored for ongoing compliance.

### **C. Record Retention**

- I.*** Section 6001 of the Code provides the general rule for the proper retention of records for federal tax purposes. The IRS regularly advises taxpayers to maintain sufficient records to support their tax deductions, credits and exclusions. In the case of a tax-exempt bond transaction, the primary taxpayers are the bondholders. In the case of other tax benefited bonds, such as “build America bonds” or “recovery zone economic development bonds”, the Town will be treated as the taxpayer. In order to ensure the continued exclusion of

---

<sup>1</sup> Generally, rebate payments must be paid not later than 60 days after retirement of the last bond in the issue.

interest to such bondholders, it is important that the Town retain sufficient records to support such exclusion.

## 2. *In General*

- a. All records associated with any bond issue shall be stored electronically or in hard copy form at the Town's offices or at another location conveniently accessible to the Town.
- b. The Town Treasurer will ensure that the Town provides for appropriate storage of these records.
- c. If storing documents electronically, the Town shall conform with Rev. Proc. 97-22, 1997-1 C.B. 652 (as the same may be amended, supplemented or superseded), which provides guidance on maintaining books and records by using an electronic storage system. Bond counsel can furnish a copy of this Revenue Procedure if needed.

3. **Bonds** - The Town shall maintain the bond record as defined in this section for the longer of the life of the bonds plus 6 years or the life of refunding bonds (or series of refunding bonds) which refunded the bonds plus 6 years. The bond record shall include the following documents:

### a. *Pre-Issuance Documents*

- i. **Guaranteed Investment Contracts ("GICs") and Investments (other than Treasury's State and Local Government Series Securities, "SLGs")** – if applicable, the Town Treasurer shall retain all documentation regarding the procurement of each GIC or other investment acquired on or before the date of bond issuance, including as applicable the request for bids, bid sheets, documentation of procurement method (i.e., competitive vs. negotiated), etc. If investments other than SLGs are used for a defeasance escrow, the documentation should include an explanation of the reason for the purchase of open market securities and documentation establishing the fair value of the securities and compliance with safe harbor bidding rules. If SLGs are purchased, a copy of the final subscription shall be maintained.
- ii. **Project Draw Schedule** – the Town Treasurer shall retain all documentation and calculations relating to the draw schedule used to meet the "reasonable expectations" test and use of proceeds tests (including copies of contracts with general and sub-contractors or summaries thereof).
- iii. **Issue Sizing** – the Town Treasurer shall maintain a copy of all financial advisor's or underwriters structuring information.
- iv. **Bond Insurance** – if procured by the Town, the Town Treasurer shall maintain a copy of insurance quotes and calculations supporting the cost benefit of bond insurance, if any.
- v. **Costs of Issuance documentation** – the Town Treasurer shall retain all invoices, payments and certificates related to costs of issuance of the bonds.

### b. *Issuance Documents*

- i. The Town Treasurer shall retain the bound bond transcript delivered from bond counsel.

### c. *Post-Issuance Documents*

- i. ***Post-Issuance Guaranteed Investment Contracts and Investments (Other than SLGs)*** – the Town Treasurer shall retain all documentation regarding the procurement of any GIC or other investment acquired after bond issuance, including as applicable the request for bids, bid sheets, documentation of procurement method (i.e., competitive vs. negotiated), etc. If investments other than SLGs are used for a defeasance escrow, the documentation should include an explanation of the reason for the purchase of open market securities and documentation establishing the fair value of the securities and compliance with safe harbor bidding rules.
- ii. ***Records of Investments***- shall be retained by the Town Treasurer.
- iii. ***Investment Activity Statements***-shall be retained by the Town Treasurer.
- iv. ***Records of Expenditures***– the Town Treasurer shall maintain or shall cause to be maintained all invoices, etc. relating to equipment purchases and constructed or acquired projects, either electronically or in hard copy.
- v. ***Records of Compliance***
  - ***Qualification for Initial Temporary Periods and Compliance with Restrictions Against Hedge Bond Documentation*** – the Town Treasurer shall prepare the annual analysis described in Section II(B)(2) above and maintain these records.
  - ***Arbitrage Rebate Reports*** – may be prepared by the Town Treasurer or a third party as described in section II (B)(3) of this document and retained by the Town Treasurer.
  - ***Returns and Payment*** – shall be prepared at the direction of the Town Treasurer and filed as described in Section II(B)(3) of this document.
  - ***Contracts under which any bond proceeds are spent (consulting engineering, acquisition, construction, etc.)*** - the Town Treasurer shall obtain copies of these contracts and retain them for the bond record.

**d. General**

- i. ***Audited Financial Statements*** – the Town Treasurer will maintain copies of the Town’s annual audited Financial Statements.
- ii. ***Reports of any prior IRS Examinations*** – the Town Treasurer will maintain copies of any written materials pertaining to any IRS examination of the Town’s bonds.

**III. Voluntarily Correcting Failures to Comply with Post-Issuance Compliance Activities**

If, in the effort to exercise due diligence in complying with applicable federal tax laws, a potential violation is discovered, the Town may address the violation through the applicable method listed below. The Town should work with its bond counsel to determine the appropriate way to proceed.

**A. Taking remedial actions as described in Section 141 of the Internal Revenue Code**

**B. Utilizing the Voluntary Closing Agreement Program (VCAP)** - Section 7.2.3 of the Internal Revenue Manual establishes the voluntary closing agreement program for tax-exempt bonds (TEB VCAP) whereby issuers of tax-exempt bonds can resolve violations of the Internal Revenue Code through closing agreements with the Internal Revenue Service.

**IV. Post Issuance Tax Compliance Procedures Review**

The Town Treasurer shall review these procedures at least annually, and implement revisions or updates as deemed appropriate, in consultation with bond counsel.

**EXHIBIT C**

**POST ISSUANCE COMPLIANCE NOTES**

**[Name of Bonds]**

**Transaction Parties**

Overall Responsible Party for Debt Management Activities \_\_\_\_\_  
Bond Counsel \_\_\_\_\_  
Paying Agent \_\_\_\_\_  
Rebate Specialist \_\_\_\_\_  
Other \_\_\_\_\_





*Working List of Special Town Meeting and Annual Town Meeting Articles  
as of January 4, 2013*

**Special Town Meeting**

Special Education Placements Unanticipated Costs  
School Security for work needed before June 30, 2013  
Special Election for U.S. Senate (primary and general election) (\$15,400)  
Fire Overtime (\$150,000)  
Departmental Transfers of Funds (if warranted)

**Annual Town Meeting**

Compensation of Elected Officials  
Revolving Funds  
2014 Capital Improvement Plan  
Transfers to Capital Stabilization Fund  
Fiscal Year 2014 Operating Budget  
Waterways Enterprise Fund  
Golf Course Enterprise Fund  
Wastewater Enterprise Fund  
Transfer Station Enterprise Fund  
Water Enterprise Fund  
Stabilization Fund  
Authorized but Unissued Debt Rescission  
Massachusetts General Laws Chapter 91 Liability  
Community Preservation Act  
Community Preservation Act Reconciliations  
Transfer of Property Mann Hill Road from School custody to Town custody and control  
Grant of Easement – Glades Road  
Taking of Easement -Verizon  
Library Project Grant Acceptance/Match (\$12,000,000)  
Local Option – Meals Tax  
Local Option - Adopt MGL Chapter 59, Section 5N to allow veterans to volunteer services in exchange for reduction in property taxes  
New General Bylaw- Mullin Rule  
General Bylaw Amendment- Mooring Regulations  
General Bylaw Amendment – Storm water Bylaw  
New General Bylaw- Demolition Delay  
Bylaw Amendment --Water Resources Protection District  
Zoning Bylaw Amendment – Village Business Overlay District  
Zoning Bylaw Amendment- Amend Flexible Open Space Development  
Zoning Bylaw Amendment- Accessory Dwellings  
New Zoning Bylaw Medical Marijuana Dispensaries  
New Zoning Bylaw- Moratorium on Medical Marijuana Dispensaries

**BY PETITION** (Received as of 12/18/12 advertised warrant closing date)

Petition to direct officials to borrow, raise and appropriate or transfer from available funds \$300,000 for seawalls

Petition to see if the Town will adopt MGL, Chapter 64L, Section 2(2) to adopt the Meals Tax

Petition to contact U.S. Congress to pass and send to the States an amendment to the U.S. Constitution that would affirm that corporations are not entitled to the constitutional rights of human beings.

Petition to rescind the Special Permit granted to Scituate Wind LLC for the Wind Turbine

## MEMORANDUM

TO: Board of Selectmen  
Advisory Committee

RE: Budget Message

DA: January 4, 2013

Cc: Meg LaMay, 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 2014 budget.

This is the fourth operating budget during my tenure. We have managed through yet another year of economic challenges as well as unprecedented weather events. The FY 14 budget process included a record amount of new budgetary requests and these had to be balanced against ever-increasing fixed costs. As a result, while all the requests were worthy of careful consideration, program and service priority areas needed to be established amongst all these competing demands. The recommended budget contained herein is a reflection of taking a myriad of wants and determining which ones to focus upon the next 12 months or in some cases, several years. State and federal mandates also dictate where few new revenue sources can go. The remaining amounts of discretionary funding remaining are always quite less than desirable. As the Town's chief fiscal, administrative, and personnel officer, it is my direct responsibility to weigh all of these needs and recommend to the Board of Selectmen, Advisory Committee and Capital Planning Committee what during this period of the Town's history is needed most and allocate resources in those areas accordingly. Incumbent in these recommendations are our goals to always move forward while remaining effective in our service delivery, cost conscious of taxpayer dollars, and safeguard reserves for unforeseen occurrences. The town's operating and capital budgets are the culmination of months of work by town staff and the result is the most important document produced by your town government. It is our past, our present and what we need and/or hope for in the future.

## **Fiscal Year 13 Recap**

As this budget message is written, local aid for FY 13 has already been reduced by 1%, school circuit breaker and veterans' claims reimbursement amount have also been cut. Governor Patrick has requested additional "9C" powers from the Legislature. This power is used by the Governor as an emergency stop gap when it is determined that revenues will not meet expenditures in the approved state budget. While FY 13 saw an increase in local aid from previous years and in turn helped us fund needed items at the November 3 special town meeting, how the aid to the Town will end up on June 30, 2013 is now not certain.

Once again local receipts were higher than anticipated, many as a result of one-time revenues and some cannot be counted upon as reoccurring. Our revenue and expenditure forecasting analysis is helpful to town officials in determining over a long period of time (we now have ten years of data for most sources and uses), where the revenue is likely to change and where it is being generated and for how long. Free Cash was certified at **2.2 million**, a record high for the Town. Of this however, **\$988,000** was from FY 12. So, we are still generating just about one million each year to be used for capital expenditures. This process over the past few years has worked well and helped lift a stagnant capital replacement program. A good example of this is the creation of a Capital Stabilization Fund at the fall special town meeting. The \$100,000 in seed money to create this Fund now provides the Town with a mechanism to appropriate funds for large dollar capital items instead of one-time huge hits to the debt service of the Town. Conversely, Hurricane Sandy, the November 30 N'Easter, and three house fires (two arson), drove fire overtime well above budgeted appropriations. Similarly, unexpected placements for two SPED students have led to additional unanticipated costs in the school budget. The tragic events in Newtown, Connecticut have also compelled us to step up the implementation of our capital plan for school security. These items need to be addressed and will impact appropriations at the special town meeting in April before we can even begin to address FY 14.

## **General Overview of Fiscal Year 2014 Budget**

Given the recent changes in the state revenue picture, the financial forecast for local aid was revised from level-funding to FY 13 levels. Typically, the Town does not receive firm indications of local aid amount until February. New growth was up appreciably in FY 13 and this has been reflected in the revenue assumptions along with an increase in overall local receipts over FY 13.

Overall, actual revenues to projection resulted in a \$xxxx surplus for FY 12. The FY 14 revenue and expense assumptions consider the continued favorable progress in the Town's financial position but also maintain a firm stance on securing our reserves against the unknown. This approach is embedded in the Town's Financial Policies and the budget development process and recommendations follow these policies to every extent possible. Because of this and other fiscal controls, the Town's bond rating was increased by Standard and Poor's for its most recent bond issuance (November 3).

Section 1 of the Budget Book details the current revenue and expense assumptions compiled by the financial team.

Each and every year fixed costs consume our new revenue. For FY 14, the Town's pension assessment is projected to increase four percent, but 20% in FY 15. Below is a snapshot of how this assessment has fluctuated the past five years:

FY 11

FY 12 down \$14,000

FY 13 up \$341,164 (10.99%)

FY 14 up 4%

FY 15 up 20%

However, the Plymouth Country Retirement Board has not approved an extension of the funding schedule and in FY 15 mortality rates must be factored into the retirement assessment. Because of this, the FY 14 provides for a \$75,000 appropriation into the Stabilization Fund to partially offset this huge impact to our FY 15 budget. Pension changes enacted in 2011 apply to new employees, not existing ones. As a result the cost will continue to increase for several years.

As a result of new state legislation, all school and town bargaining units agreed to changes in the provision of health care plan design. While FY 14 health insurance rates are projected to increase between 6-8%, the overall health insurance budget is down from FY 13. There was a surplus in FY 12 **and xx** of this shared expense was transferred to the Workers' Compensation Self-Insured Trust Fund to build this fund reserve **and xx into** another shared cost: Other Post-Employment Benefits.

### **FY 2014 Highlights**

The FY 2014 recommended budget incorporates the following criteria:

#### Expenditures

- No Free Cash has been used as an offset for the operating budget.
- No use of the Stabilization Fund has been used as an offset
- Assumes 5% increase in assessment for South Shore Regional School.
- Recognizes four out of five union contracts expire in FY 14 and bargaining is now taking place

#### Revenues

- Local Aid is being has been decreased by \$xx. (FY 13 level)
- The Town will use all of its levy capacity as allowed by Proposition 2 ½
- \$100,000 of taxation has been allocated to Capital Stabilization in accordance with the intent of the Town's financial policy which endeavors to appropriate 2% of net operating revenue each year to capital from taxation
- \$xx of Free Cash has been reserved after capital as a safety net for any variations to the financial forecast for FY 14 and/or unexpected costs for the remainder of FY 13 (i.e. decrease in local aid, SPED placements, fire overtime, snow deficit).

- The wind turbine was commissioned in March of 2012, however a lawsuit has been filed against the Board of Health and as such revenue projections have been very modest and additional legal expenses have been provided for.
- Solar array revenue has not been projected as the project is behind schedule and has not of this writing yet broken ground.
- Town meeting will take up the issue of adopting the Meals Tax. Potential revenue is in excess of \$200,000 but has not been factored into the operating budgets as a revenue source.

Overall, unrestricted departmental submissions resulted in *requested* budgets of \$XXXX, a \$xxx increase over FY 2013. \$xxxx of the budget is attributable to step and contractual increases.

As part of the overall management plan for the Town, there are certain goals and initiatives that the Board of Selectmen and/or Town Administrator direct departments to pursue and these initiatives need to be supported with resources allocated in the budget as well. The FY 14 recommended budget includes the continuation of two major initiatives, important to the future of the Town:

### **Technology**

As the world changes so must the way we do business. Our commitment to maintaining and expanding technology so it improves and expands services for our citizens and streamlines business functions remains paramount. A comprehensive information technology plan has been developed that provides for not only short term, ongoing needs, but positions the Town so we can effectively respond to constantly changing needs in technology. This has been a budget priority in FY 12 and 13 and continues that commitment in FY 14. Our IT Director, Bill Sheehan has made remarkable improvements during his short 19 month tenure. Among the FY 14 initiatives are an exchange server, a much more broad and encompassing website, guest hosting of Wi-Fi in Town Hall, Wi-Fi in the Harbor and a retooling of our current Geographic Information Systems permitting flexible enough for the Town's changing needs.

### **Buildings and Facilities**

The new Facilities Director was hired in April of 2012 and was on hand to respond to building damage after Hurricane Sandy. He has been available to the School Department regarding issues around Gates School safety and has overseen improvements at the Council on Aging, Water Department and Widow's Walk. The FY 14 budget creates the Facilities Department by sweeping selected existing line items in other department budgets into this account. We are working collaboratively with the School Department in the creation of a joint Facilities Department and the FY 14 budget contemplates this new configuration. The budget also includes funding for programming the Scituate Harbor Community Building to reopen it for private functions.

Much progress has been made the past year with the Town's Public Facilities Master Plan. The 2012 annual town meeting approved \$375,000 in funds for design and engineering for buildings and facilities. A portion of these funds will be used to fund design and engineering of a new Public Safety Complex outlined in the master plan. Next, \$5.9 million in capital was approved for the Energy Savings Contract (ESCO) in all town and school buildings and the fall town

meeting approved \$750,000 for a feasibility study for a new educational and building improvement plan for Scituate Public Schools. The Scituate Public Library received a \$5 million grant to expand and rehabilitate that facility. We continue to be the leader in the Commonwealth in our “Green Communities” initiatives winning four awards in the past six months alone.

The challenge for us is to balance the Public Facilities Master Plan with the ongoing needs of the Town both operationally and financially.

### **Override**

Town voters approved a \$2.2 million dollar operating override in May of 2011. This override allocated \$1.5 million to the school department \$700,000 for identified town-side needs including but not limited to:

- \$115,000 for town building needs and safety improvements including retrofits to town hall, records preservation, security measures, equipment and furniture replacement
- \$100,000 for two police officers
- \$50,000 for Fire Overtime
- Funds for staff support and training
- \$400,000 Road and Seawalls

All of the above items have been recommended for all or partial funding the third consecutive year in the FY 14 budget to remain true to voters’ wishes.

### **New Programs and Services**

The recommended budget allocates new funds for the following

*These items are also discussed in further detail in the budget section line item*

- \$20,000 for Economic Development Commission to investigate expansion of tax base
- 

### **Fixed Cost Increases**

#### **Veterans Services**

For the fourth consecutive year, the Veterans Services Department needs an appreciable increase in its appropriation to address needs in this important area. As noted here last year, expanded provision of benefits, extensions of international conflicts and trying economic conditions for veterans have increased this budget from a total of **\$xx in FY 10 to \$xx in FY 14**. An additional \$30,000 was budgeted for FY 13 at the fall special town meeting. We currently have 15 eligible claimants, up from three less than 12 months ago. The Town now has a full-time Veterans Agent after partnering with the Town of Hingham for six months. Although 75% of support benefits are reimbursable from the Commonwealth, those reimbursements are over 18 months in arrears and the Governor cuts reimbursements by 1.3% last month for the remainder of this fiscal year.

:

While technology and facilities represent the major recommended priorities for FY 14, numerous worthy requests were not funded. The recommended budgets here represent reductions to many departmental requests and total \$xxx. Below is a brief listing of requested budgetary items for FY 14 that were not funded.

### **Personnel and Collective Bargaining Agreements**

All but one of the Town's five union contracts expire June 30, 2013. The arbitration award by the Joint Labor Management Committee for the fire department which directed that the EMT stipend be rolled into the base of our current census of xx firefighters resulted in an approximate \$xx increase to that department over the past two years alone.

The Laborer's contract (DPW employees) has a tentative four-year contract (FY 13-16). The FY 14 amount has been funded in the applicable departmental budgets (water, sewer, highway, grounds, transfer station). Long-term contracts provide stability and predictability for the Town's budget.

Two permanent police officers and five permanent intermittent officers were appointed in January of 2012. The first two officers since 2009 will graduate from the academy this month. Two additional officers will be appointed in 2013. Increasing the police department officer compliment is a public safety goal and part of the 2011 town override request.

In what is hopefully a positive trend, two long dormant 40B building projects have been revived and involve multi-unit dwellings. This will increase the work of the inspectional services staff and a part-time building inspector has been added to the roster for FY 14.

### **Enterprise Funds**

Water and Sewer. 2012 witnessed continued improvements and expansion to our water and sewer infrastructure. The Town's recent bond issuance converted significant borrowing in these two areas to long-term debt. The financial policies for Enterprise Fund Retained Earnings require a balance of between \$400,000 and \$500,000. This is a challenge; for instance when sewer projects are being built the betterments cannot be assessed until the project is completed, thus making cash flow an important concern. The Board of Selectmen voted to raise water rates 10% to continue the need to improve our water system particularly as it relates to brown water. However, the cash flow of revenues, to operating budget, to debt have restricted any sewer work for FY 14 and only one capital item for water. After Retained Earnings are certified in July, we may be in a position to authorize more work at a fall town meeting.

Widow's Walk. The Board raised rates for FY 13 and the golf course finished in the black with over \$80,000 in Retained Earnings for FY 12. Several golf courses closed during the past year. Excellent management and a loyal clientele have helped us in the hard hit industry and we have also introduced twilight and early a.m. golf rounds. But, the most important contributing factor



was the weather, with long summer days and a mild winter that allowed extra playing time and thus revenue returns.

### **Capital Improvement Plan (CIP)**

The third year of our rolling CIP further institutionalizes the process and procedures for our infrastructure, buildings and equipment needs. Once again 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. General Fund revenue of \$100,000 has been recommended for the Capital Stabilization Fund. Additional information is provided in the CIP and it should be referred to for more specifics.

### **Summary**

Preparing a budget in December that will not be implemented until seven months later is the challenge all municipal officials face. Numbers can change and outside forces beyond our control can put things into a tailspin. The tools employed to recommend a balanced budget (Revenue and Expense Assumptions, Financial Forecast Committee, expenditure histories, staff management) serve as guideposts in this process and are vital to our planning.

This year's budget process was challenging for other reasons as well. Our long-time Accountant Mary Gallagher left to become Finance Director in Cohasset and Jane Lepardo, our Treasurer/Collector was brought on as part of her team. Our new financial team members, Meg LaMay and Pamela Avitabile come to us with experience, enthusiasm and spunk and their first budget cycle while time consuming, has been an interesting learning curve. I thank them for their patience and commitment to producing a quality product along with the Board of Selectmen who provide guidance and priorities through its annual goal setting process.

This document is the product of town staff that develops goals and identifies their ongoing challenges as well as initiatives that help us prosper. Along with Sheila Manning, who compiles both this budget and the ever-growing capital plan each year without complaint, I am lucky to be surrounded by such dedicated and talented individuals.

In closing, and as I will write each year, this budget document is not simply about dollars. It is about programs, services, activities and people. This defines the overall character of our community and distinguishes us from our neighbors.

Respectfully Submitted,

Patricia A. Vinchesi  
Town Administrator

---

## **How to Use this Budget Book**

The total town budget is divided into three sections. The first section of this binder 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 and contains the Town's Revenue and Expense Assumptions.

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. Effective in FY 12, each department head's performance in meeting their stated goals and objectives is evaluated and those that exceed in this area are eligible for additional merit awards.

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 is available upon request and will be available during that department's budget review.

The final section of the town budget is the Town's Capital Improvement Plan (CIP) which contains the FY 14 Town Administrator recommended projects and funding. The CIP is an entirely separate document that not only contains departmental requests for FY 14, but for FY 15-FY 18 as well. This is the Town's five-year rolling capital plan and contains supplemental information about each project.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: BOARD OF SELECTMEN 122**

For FY 14, the Board has identified the following focus areas:

**Economic Development**

- To continue to increase opportunities for economic development in the community and explore adoption of Meals Tax at April Town Meeting
- To work with Community Preservation Committee in its recommendations and how they fit into the Town's various master plans
- To relieve the tax burden on residential taxpayers
- To move forward on the Town Public Facilities Master Plan
- To reopen the Scituate Harbor Community Center as a meeting place for both private and public functions.

**Personnel**

- To stay abreast of contractual obligations and their future costs
- To support the performance-based evaluation process for staff to insure accountability and clear delineation of job duties tied to performance.

**Finances and Budgeting**

- To present a balanced budget
- To address challenges of unpredictable 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 and reserve for one-time uses
- To work collaboratively with the School Department in support of education for our children
- To support the development and implementation of technology related tools and equipment to serve business operations and our customers
- To remain mindful of operating override approved departmental needs and fund same
- To support the Capital Plan to meet significant ongoing capital needs
- To insure tax exempt property listings are up-to-date
- To be transparent in compliance with the open meeting law and keep residents informed

**Public Works and the Environment**

- To bring an overarching approach to environmental issues
- To maintain sidewalk replacement program
- To monitor wind turbine project and approve a policy for future revenues and electricity distribution
- To explore adequacy of current playing fields and investigate use of changes in CPC law to help maintain and improve
- To continue to maximize opportunities and grants for Green Energy



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: BOARD OF SELECTMEN 122**

- To monitor and explore waste water treatment capacity and current treatment methods such as nitrogen loading

Other Items/Miscellaneous

- To investigate potential for daily non-resident parking pass at Town beaches.

Town of Scituate

122 Board of Selectmen-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.122.0510.5110.0000.0000	REGULAR SALARIES	\$58,437.51	\$59,650.00	\$31,984.24	\$59,650.00	\$59,650.00		
001.122.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.122.0510.5130.0000.0000	LONGEVITY	\$1,700.00	\$1,307.00	\$1,150.00	\$1,307.00	\$1,307.00		
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	\$9,190.17	\$10,608.00	\$5,712.00	\$10,649.00	\$10,649.00		
001.122.0510.5191.0000.0000	OTHER SALARIES	\$715.32	\$656.00	\$422.73	\$668.00	\$668.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$70,043.00	\$72,221.00	\$39,268.97	\$72,274.00	\$72,274.00		
001.122.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$150.00	\$0.00	\$0.00	\$0.00		
001.122.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.122.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$1,330.17	\$2,300.00	\$750.00	\$2,300.00	\$1,900.00		
001.122.0520.5343.0000.0000	BINDING & PRINTING	\$1,457.29	\$1,350.00	\$0.00	\$1,450.00	\$1,400.00		
001.122.0520.5344.0000.0000	POSTAGE	\$355.02	\$500.00	\$225.90	\$400.00	\$400.00		
001.122.0520.5346.0000.0000	LEGAL ADVERTISING	\$1,078.64	\$2,000.00	\$996.96	\$2,000.00	\$2,000.00		
001.122.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$960.00	\$960.00	\$400.00	\$960.00	\$1,260.00		
001.122.0520.5731.0000.0000	PROFESSIONAL DUES & SUBSCRIPTIONS	\$3,992.00	\$4,025.00	\$4,052.00	\$4,025.00	\$4,025.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$9,173.12	\$11,285.00	\$6,424.86	\$11,135.00	\$10,985.00		
001.122.0530.5319.0000.0000	LEGAL SERVICES	\$48,460.75	\$120,000.00	\$100,378.12	\$45,000.00	\$62,000.00		
001.122.0530.5329.0000.0000	LITIGATION	\$65,023.43	\$85,000.00	\$15,933.78	\$85,000.00	\$85,000.00		
SCHEDULE: TOWN COUNSEL - 0530		\$113,484.18	\$205,000.00	\$116,311.90	\$130,000.00	\$147,000.00		
001.122.0540.5420.0000.0000	OFFICE SUPPLIES	\$326.54	\$500.00	\$347.66	\$500.00	\$500.00		
001.122.0540.5425.0000.0000	PRINTING & FORMS	\$269.90	\$350.00	\$0.00	\$350.00	\$325.00		

Town of Scituate

122 Board of Selectmen-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request FY14 Town Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.122.0540.5580.0000.0000 OTHER SUPPLIES \$771.54 \$710.00 \$0.00 \$800.00 \$750.00

SCHEDULE: MATERIALS & SUPPLIES - 0540 \$1,367.98 \$1,560.00 \$347.66 \$1,650.00 \$1,575.00

001.122.0900.5100.0000.0000 Prior Year - Personal Se \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

001.122.0900.5300.0000.0000 PRIOR YEAR COUNSEL \$0.00 \$3,885.00 \$0.00 \$0.00 \$0.00

SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900 \$0.00 \$3,885.00 \$0.00 \$0.00 \$0.00

001.122.0910.5890.0S01.0000 Land Acquisition-44 Jercho R \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

SCHEDULE: TOWN MEETING 2010 - 0910 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

001.122.0999.5200.0000.0000 Bill of Prior Year 11/8/2010 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

001.122.0999.5300.0000.0000 Bills of Prior Years 11/8/2010 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

SCHEDULE: BILLS OF PRIOR YEARS - 0999 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

001.122.3003.5700.0000.0000 South Shore Coalition \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

SCHEDULE: SOUTH SHORE COALITION - 3003 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

Grand Total: \$194,068.28 \$293,951.00 \$162,353.39 \$215,059.00 \$231,834.00

Printed: 01/30/2013 11:07:01 AM Report: rptGLGenBudgetRptUsingDefinition 3.1.26 Page: 2

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN ADMINISTRATOR 123**

**MISSION STATEMENT**

To provide continuous evaluation of town programs and services, provide adequate revenues for both operational and capital support of these programs, and maintain adequate financial reserves for unforeseen events or economic downturns.

To manage day-to day town activities, departments, and staff that insures professional, equitable and courteous service delivery to residents and constituent groups at the most efficient cost.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

(Endorsed by Board of Selectmen November 2012)

**GOAL:** Oversee and Coordinate Public Facilities Master Plan

**OBJECTIVES:**

1. Work with town officials, boards, committees, staff and citizens to provide information, direction and timely communications toward forward progress on Master Plan.
2. Manager design and engineering process for new Public Safety Building at Mann Hill and Route 3A.
3. Assist School Superintendent and Facilities Manager in work associated with Scituate Schools Education Improvement and Building Plan pursuant to feasibility study recommendations.
4. Develop timetables and fiscal impacts for overall plan.

**GOAL:** Investigate and Recommend Organizational Restructuring of Selected Town Services and Departments (multi-year goal)

**OBJECTIVES:**

1. Work with School Superintendent on development of Joint Public Facilities Department
2. Analyze department missions, functions and reporting lines for economies of scale, service delivery, communities of interest.
3. Conduct financial impact and managerial needs analysis
4. Develop recommendations for Board review including town charter and bylaw requirements.

**GOAL:** Continue implementation of system-wide technology improvements and services

1. Support IT Director in maximizing on-line services to residents and customers.
2. Assist with implementation of off-site access such as guest services and Wi-Fi in harbor.
3. Insure proper uses of software and social media through policies, audit and compliance.
4. Implement paperless Board of Selectmen meetings.
5. Introduce field data applications for building, water/sewer staff.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN ADMINISTRATOR 123**

**GOAL:** Continue to expand and improve Human Resources duties and functions

**OBJECTIVES:**

1. Negotiate four expiring union contracts (fire, police, support staff and professional staff).
2. Finalize Personnel Handbook for non-union staff and update personnel policies as needed or warranted.
3. Continue rewriting of job descriptions for position vacancies.
4. Monitor merit-based performance evaluation system for professional and support staff; solicit feedback, make any necessary adjustments.
5. Conduct Assessment Center for Chief of Police.

**MAJOR BUDGET COMPONENTS**

The Town Administrator's budget funds the personal services costs of the Town Administrator and Administrative Assistant.

The budget also includes FY 14 increases in funds for compensation adjustments for union and non-union staff, merit-based performance awards, and new for FY 14, allocation for employee payouts from separation and/or retirements. The other major component is for Labor Counsel and all contract bargaining costs (FY 14 is a contract bargaining year).

**FY 14 RISKS AND CHALLENGES**

See Budget Message

**DEPARTMENTAL ACCOMPLISHMENTS (date of hire 7/20/09)**

Summary of Town Administrator Accomplishments (FY 12-FY 13 YTD)

Financial

- Certified FY 12 Free Cash of \$2,123,316. Over \$900,000 from FY 11 roll-over
- Presented balanced FY 13 budget with no use of Free Cash.
- Prepared and presented Town's case for bond rating upgrade. Town's rating increased by Standard and Poor's in November of 2012 to AA+, one notch below highest rating of AAA.
- Recommended creation of Capital Stabilization Fund for offsetting cost of large cost capital items
- Board formally adopted recommended Financial Policies in October.
- Continued third year of new Capital Improvement Process
- Prepared and managed \$6.6 million bond issuance in absence of Treasurer/Collector
- Negotiated changes in employee health care plan design for all town and school unions resulting in significant cost savings
- Rebid General Liability Insurance saving approximately \$80,000.





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN ADMINISTRATOR 123**

- Attended all Advisory and Financial Forecasting Meetings
- For the third year, all TA recommended budget items approved by BOS, Advisory and Town Meeting
- Maintained override approved items on town-side of budget for second year.
- Recommended funding allocations for Gates Feasibility Study, worked with community group to fact check releases for accuracy
- Enhanced and expanded FY 13 Budget document and Revenue and Expense Forecasting Assumptions

Town Administration & Operations

- Wrote warrants for three town meetings, provided extensive back ground information for each article; worked closely with Advisory Committee on its publications for town meetings
- Held 8 staff meetings

Personnel

- Conducted recruitment, interviews, selection and orientation for the following personnel:
  - Town Accountant, Treasurer/Collector (two searches), two permanent and five permanent intermittent police officers, one firefighter, two dispatchers, Facilities Director, Library Director, Conservation and Natural Resources Officer, Sewer Clerk, Board of Health Clerk, two Assessors Clerks, two Town Clerks, clerks, Veterans Agent, three Library Technicians, Recording Secretary, CPC Secretary, Children's Librarian, two Recreation Clerks. Updated, or wrote new job descriptions for all.
- Implemented costly arbitration award for Fire Department contract, identifying available funds through transfers and not new dollars for FY 12.
- Implemented merit-based performance evaluation system for professional staff for FY 11. No appeals.
- Trained staff and implemented new merit-based performance evaluation system for support staff for FY 12.
- Coordinated Customer Serving training for a80% of town staff
- Provided "Time Management" training for all professional staff

Communications

- Served as Public Information Officer for Hurricane Sandy. Wrote all web blasts and media advisories. Assisted with field visits by state and federal officials.
- Worked with public safety officials on bonfire ban for Fourth of July. Prepared for BOS approval letter to Humarock residents outlining town actions and accurate information dissemination
- Worked with Board and residents on beach ownership issues at Humarock



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN ADMINISTRATOR 123**

- Wrote Town Administrator Report for Annual Town Report
- Town Budget posted on website

Land Use, Facilities and Infrastructure Management

- With DPW Director, continued implementation of ESCO project after funding approved at annual town meeting
- Engaged speaker and facilitated hosting of public forum to solicit input on Public Facilities Master Plan
- Wrote charge for Facilities Master Plan Steering Committee
- Town received “Lead by Example” award from Executive Office of Energy Resources for being a lead green community.
- Attend, as able, biweekly meetings of Town’s Development Review Team, created in 2009.

Town of Scituate

123 Town Administrator-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.123.0510.5110.0000.0000	REGULAR SALARIES	\$202,721.58	\$197,890.00	\$118,846.07	\$201,485.00	\$201,485.00		
001.123.0510.5130.0000.0000	LONGEVITY	\$2,150.00	\$2,150.00	\$2,150.00	\$2,307.00	\$2,307.00		
001.123.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$500.00	\$300.00	\$500.00	\$500.00		
001.123.0510.5174.0000.0000	EMPLOYEE RETIREMENTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.123.0510.5180.0000.0000	PART-TIME SALARIES	\$0.00	\$0.00	\$0.00	\$10,649.00	\$10,649.00		
001.123.0510.5191.0000.0000	OTHER SALARI	\$5,826.52	\$10,712.00	\$3,369.85	\$10,865.00	\$10,865.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$210,698.10	\$211,252.00	\$124,665.92	\$225,806.00	\$225,806.00		

001.123.0520.5241.0000.0000	OFFICE MACHINE MAIN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.123.0520.5305.0000.0000	SUPPORT STAFFING & TRA	\$25,167.36	\$30,000.00	\$1,886.20	\$30,000.00	\$30,000.00		
001.123.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.123.0520.5309.0000.0000	TECHNICAL SERVICES	\$1,804.46	\$1,800.00	\$1,754.81	\$1,800.00	\$1,730.00		
001.123.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$2,367.97	\$3,000.00	\$2,185.64	\$3,000.00	\$3,000.00		
001.123.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$0.00	\$122.36	\$0.00	\$0.00		
001.123.0520.5344.0000.0000	POSTAGE	\$1,200.20	\$500.00	\$428.70	\$500.00	\$500.00		
001.123.0520.5346.0000.0000	LEGAL ADVERTISING	\$299.00	\$750.00	\$290.00	\$750.00	\$750.00		
001.123.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$1,487.72	\$1,500.00	\$464.50	\$1,500.00	\$1,500.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$32,326.71	\$37,550.00	\$7,132.21	\$37,550.00	\$53,480.00		

001.123.0532.5174.0000.0000	EMPLOYEE RETIREMENTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.123.0532.5304.0000.0000	CONTRACT BARGAINING & C	\$62,208.54	\$185,488.46	\$24,564.99	\$85,000.00	\$172,500.00		
001.123.0532.5309.0000.0000	LABOR COUNSEL	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: LABOR COUNSEL - 0532		\$62,208.54	\$185,488.46	\$24,564.99	\$85,000.00	\$172,500.00		

Town of Scituate

123 Town Administrator-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
001.123.0540.5420.0000.0000	OFFICE SUPPLIES	\$1,169.85	\$1,000.00	\$43.07	\$1,000.00	\$1,000.00		
001.123.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$200.00	\$0.00	\$200.00	\$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$1,169.85	\$1,200.00	\$43.07	\$1,200.00	\$1,000.00		
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		
001.123.0900.5100.0000.0000	Prior Year - Personal Se	\$0.00	\$284.58	\$0.00	\$0.00	\$0.00		
001.123.0900.5200.0000.0000	Town Administrator PY Encun	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.123.0900.5300.0000.0000	PRIOR YEAR LABOR COUN:	\$25,296.18	\$85,933.82	\$0.00	\$0.00	\$0.00		
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$25,296.18	\$86,218.40	\$0.00	\$0.00	\$0.00		
001.123.0907.5100.0017.0000	COLLECTIVE BARGAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: TOWN MEETING 2007 - 0907		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.123.0908.5100.0018.0000	Collective Bargaining	\$61,845.00	\$123,382.26	\$1,700.00	\$0.00	\$0.00		
SCHEDULE: TOWN MEETING 2008 - 0908		\$61,845.00	\$123,382.26	\$1,700.00	\$0.00	\$0.00		
001.123.0910.5100.0S11.0000	Contractual Obligations-Profer	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00		
001.123.0910.5890.0S15.0000	Investment Grade Audit	\$0.00	\$52,665.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: TOWN MEETING 2010 - 0910		\$0.00	\$77,665.00	\$0.00	\$0.00	\$0.00		
001.123.0999.5300.0000.0000	Bills of Prior Years 9/29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: BILLS OF PRIOR YEARS - 0999		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		

Town of Scituate

123 Town Administrator-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended  
to Date

FY14 Dept  
Request

FY14 Town  
Admin Recomm

FY14 Board of  
Selectman

FY14 Advisory  
Committee

Grand Total:

\$393,544.38

\$732,756.12

\$158,106.19

\$359,556.00

\$462,786.00

End of Report



**TOWN OF SCITUATE**  
**FY 2014 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 2014 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. In recent years, with the support of town officials, we have been able to build this reserve to levels a budget our size requires. The current Stabilization Fund balance is \$3,009,925.

The FY 14 budget recommends an allocation of \$75,000 into the Stabilization Fund to in a small way, offset the anticipated 20% increase in the Town's pension assessment for FY 15. Mortality rates are required to be rolled into pension actuarial amounts and this will increase our assessment exponentially. The \$75,000 endeavors to somewhat smooth this big ticket budget buster for FY 15 which is estimated to be \$4,298,375 which is over a \$700,000 potential increase. More information will be available in February when the Plymouth County Retirement Board recommends the actual FY 14 assessment for us.

Bond rating agencies recommend that 5% of a Town's operating budget be a reserves target.

**MAJOR BUDGET COMPONENTS**

**FY 14 RISKS AND CHALLENGES**

See above



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: ADVISORY COMMITTEE 131 & 132**

**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 allocations 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 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**MAJOR BUDGET COMPONENTS**

This budget covers memberships and associated costs of preparing town meeting materials and the Recording Secretary for its meetings. The cost of printing and production of the Advisory Committee book has increased again during FY 13 and the budget has been increased to reflect this.

**FY 14 RISKS AND CHALLENGES**

N/A

Town of Scituate

131 Advisory Committee-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.131.0510.5180.0000.0000	PART-TIME SALARIES	\$667.50	\$1,650.00	\$708.75	\$1,925.00	\$1,925.00			
SCHEDULE: PERSONAL SERVICES - 0510									
001.131.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
001.131.0520.5344.0000.0000	POSTAGE	\$0.00	\$100.00	\$0.00	\$0.00	\$0.00			
001.131.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$0.00	\$250.00	\$231.00	\$250.00	\$250.00			
SCHEDULE: PURCHASE OF SERVICES - 0520									
001.131.0540.5420.0000.0000	OFFICE SUPPLIES	\$0.00	\$100.00	\$0.00	\$350.00	\$0.00			
001.131.0540.5425.0000.0000	PRINTING & FORMS	\$3,294.67	\$3,700.00	\$924.98	\$3,700.00	\$4,700.00			
SCHEDULE: MATERIALS & SUPPLIES - 0540									
DEPT: ADVISORY COMMITTEE - 131									
Grand Total:		\$3,962.17	\$5,800.00	\$1,864.73	\$6,225.00	\$6,875.00			

End of Report





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: RESERVE FUND 132**

**MISSION STATEMENT**

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 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

N/A

**MAJOR BUDGET COMPONENTS**

N/A

**FY 14 RISKS AND CHALLENGES**

The FY 13 budget appropriated \$90,000 and this amount is again recommended for FY 14. As compared with other communities, the \$90,000 appropriation is not that robust. However, we continue to manage well with this number, again returning a surplus of approximately \$8,275 to the General Fund in FY 12. YTD FY 13 expenditures are \$2,423.

Town of Scituate

**Budget 132 Reserve Fund**

Fiscal Year: 2012-2013

Print accounts with zero balance     Round to whole dollars     Account on new page

From Date: 1/1/2013      To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	--------------------------	----------------------	---------------------------	----------------------------	----------------------------

001.132.0570.5789.0000.0000	RESERVE FUND	\$0.00	\$87,577.00	\$0.00	\$90,000.00	\$90,000.00		
SCHEDULE: TRANSFERS - 0570		\$0.00	\$87,577.00	\$0.00	\$90,000.00	\$90,000.00		
Grand Total:		\$0.00	\$87,577.00	\$0.00	\$90,000.00	\$90,000.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN ACCOUNTANT & AUDIT 135**

**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 adherence to Generally Accepted Accounting Principles (GAAP).

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL: Improve Staff Training**

**OBJECTIVES:**

- Identify training needs by soliciting feedback from staff as well as personally identifying areas for improvement. August 2013
- Develop a training plan. Sept-Nov 2013
- Meet with Town Administrator to discuss training needs and available funding from training budget. Nov 2013
- Endeavor to address 2-3 items (entire staff) per year. By June 2014
- Evaluate results/make adjustments. Ongoing

**GOAL: Implement an On-Line System for Vendor Contracts**

**OBJECTIVES:**

- Talk to IT director regarding how to implement a system for on-line access to Town vendor contracts. July 2013
- Develop the plan for on-line contracts (where it will be located, what documents will be uploaded) and work to ensure ease of access. Nov 2013
- Inform and educate affected staff about new process for approved contracts and how to use the system. Jan 2014
- Evaluate results and make adjustments. Ongoing

**GOAL: Work with Treasurer/Collector to Implement a New Cash Receipts System that Will Provide Current Revenue Data as Well as Tighten Internal Controls.**

**OBJECTIVES:**

- Identify how to improve efficiency and timeliness of cash receipts reporting. Sept 2013
- Develop a system to implement new cash receipts system. Sept 2013
- Work with Treasurer/Collector's office to identify needs of both Departments. Ongoing



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN ACCOUNTANT & AUDIT 135**

- Ensure that system is fully functioning and meeting stated goals of timeliness and improved internal control. Ongoing

**GOAL:** Communicate with Town Departments and Solicit Feedback Regarding Financial Tracking Needs.

**OBJECTIVES:**

- Solicit feedback from Departments regarding what is needed for improved tracking of budgets, grants and any other financial monitoring needs. Feb 2014
- Develop and implement a plan to improve financial information provided to Departments given staff and time available (rolling basis). March 2014 and ongoing
- Assess process and feedback from Departments. Ongoing

**MAJOR BUDGET COMPONENTS**

The Town Accountant's budget contains the funding necessary to address the functions of the office – ensuring that proper accounting, authorization and compliance controls are in place on a town wide basis, maintaining attendance for all Town employees, preparing for the annual audit and submitting all DOR reporting requirements.

The office is currently comprised of three FTE, but an additional FTE request has been made in the FY14 budget.

A request has been made for an additional FTE for several reasons. The basic workload in the office is very heavy due to the processing needs and requests made by Town Departments, the School Department, five Enterprise Funds and various committees and commissions as well as the Department of Revenue, various state agencies and auditing firm. Additionally, the personnel and time tracking functions of the office require significant amounts of time. The current staffing levels would be adequate to deal with the basic needs, but the goal of this Department is to properly ensure that all Departments are fully in compliance with Mass General Laws and audit standards, to meet deadlines in a timely fashion and to ensure that all Town Departments are receiving real-time financial information as it affects financial decisions made. With the addition of a new FTE, the goal of the Department would be to better address the above goals of compliance and reporting as well as implement internal audits, improve internal controls, and provide Town wide training on accounting software.

The other major components other than purchase of services and supplies are:

- Annual independent audit.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN ACCOUNTANT & AUDIT 135**

**FY 2014 RISKS AND CHALLENGES**

In FY12, the Town Accountant's staff experienced great change with the turnover and addition of two staff members including the Town Accountant. The major challenge for FY13 is for the new staff to get fully acclimated to the processes of the office and to meet all weekly, monthly and annual deadlines in a timely fashion. For FY14, the challenge will be to continue to assist all Town Departments with financial requests and needs, to meet all deadlines in a timely fashion, to further improve internal controls and to improve operations with a limited budget and limited time.

**DEPARTMENTAL ACCOMPLISHMENTS**

- Timely submission of Free Cash, Schedule A, Tax Rate Recap, and APIF with new (and sometimes shorthanded) staff. The Tax Rate Recap was approved within a single day with no follow-up questions from the Department of Revenue.
- Improved internal controls related to bill processing to be more in line with audit standards.
- Improved oversight of procurement as it relates to the review of requisitions and bill payment (ensured that billing was in line with contract terms and did not exceed contract amount).
- Assisted in providing financial information and working with the Town's financial advisors on a \$6.6 million borrowing.
- Implemented initial stages of new cash receipts program to improve the timeliness of revenue information.
- Improved monitoring of payroll to ensure compliance with employment contracts.
- Initiated process of working with the Police Department to improve tracking of police details.

Town of Scituate

Budget-135 Town Accountant

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.135.0510.5110.0000.0000	REGULAR SALARIES	\$163,092.76	\$170,923.00	\$87,920.98	\$203,077.00	\$170,337.00		
001.135.0510.5130.0000.0000	LONGEVITY	\$1,776.71	\$800.00	\$800.00	\$1,100.00	\$1,100.00		
001.135.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.135.0510.5191.0000.0000	OTHER SALARIES	\$1,007.31	\$511.00	\$275.52	\$1,194.00	\$867.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$165,876.78	\$172,234.00	\$88,996.50	\$205,371.00	\$172,304.00		
001.135.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$0.00	\$50.00	\$0.00	\$50.00	\$0.00		
001.135.0520.5242.0000.0000	REPAIR EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.135.0520.5308.0000.0000	TRAINING	\$125.00	\$700.00	\$0.00	\$700.00	\$700.00		
001.135.0520.5309.0000.0000	TECHNICAL SERVICES	\$51,344.60	\$52,000.00	\$30,000.00	\$50,000.00	\$50,000.00		
001.135.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$195.00	\$2,150.00	\$60.00	\$2,150.00	\$2,000.00		
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	\$122.00	\$100.00	\$2.25	\$100.00	\$100.00		
001.135.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$194.47	\$200.00	\$0.00	\$200.00	\$200.00		
001.135.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$215.00	\$215.00	\$205.00	\$215.00	\$215.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$52,196.07	\$55,415.00	\$30,267.25	\$53,415.00	\$53,215.00		
001.135.0540.5420.0000.0000	OFFICE SUPPLIES	\$1,216.93	\$1,800.00	\$364.15	\$1,800.00	\$1,600.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$1,216.93	\$1,800.00	\$364.15	\$1,800.00	\$1,600.00		
001.135.0580.5851.0000.0000	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		
Grand Total:		\$219,289.78	\$229,449.00	\$119,627.90	\$260,586.00	\$227,119.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: BOARD OF ASSESSORS 141**

**MISSION STATEMENT**

The mission of the Assessors office is to ensure a process of fair and equitable assessments in accordance with Massachusetts' General Law and Department of Revenue guidelines, directives, and policies.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Improve method by which access to assessing maps are provided to the public in Town Hall. Assessor's maps in Town Hall have historically been available as a hard copy outside of the Assessor's office. As these maps receive constant use, the condition of the maps deteriorates quickly. Electronic access to the maps at a workstation outside our office will provide for lower cost over time as well as allow easier use for the public.

**OBJECTIVES:**

- Identify hardware and software requirements with IT Director. July 2013
- Coordinate with IT Director and Engineering division for the yearly maintenance of the parcel inventory on the maps (statutorily required). This will also include updated sketches of newly constructed buildings. Ongoing
- Provide access no later than the issuance of the fiscal year 2014 actual bill. December 2014

**GOAL:** Continue to update digital photos of all parcels in the town over a specific timeframe. Our existing inventory of digital property photos were initially created during calendar 2003 at a cost of \$13,000. Each year new photos are created when properties are added to the tax roll or updated when significant changes occur during building permit/new growth review. As we are now entering our tenth year since photos were originally taken, it would be appropriate to begin a cyclical process to update our existing digital photos.

**OBJECTIVES:**

1. Identify all property with original photographs (circa 2003). July 2013
2. Create a route and schedule that will enable us to update approximately 850 photos or 10% of our parcel inventory each year. November 2013
3. Train staff in the process of entering new photos into the appraisal system. Ongoing



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: BOARD OF ASSESSORS 141**

**GOAL:** Train new staff in the process of cyclical field inspections in order to continue to meet Department of Revenue requirements. Cyclical field inspections are an ongoing departmental function. With the recent retirement of a staff member with extensive field inspection experience, it will become necessary to provide training to existing staff to continue with our required field inspections.

**OBJECTIVES:**

- Create modified data collection/cyclical inspection manual. March 2014
- Provide introductory appraisal and field training for staff responsible for cyclical inspections. April/ May 2014
- Implement revised inspection program as training and familiarity of process continues. Ongoing

**GOAL:** Modify current appraisal software specifications with appraisal vendor. Appraisal software vendor currently meets or exceeds Department of Revenue requirements for value certification. Software enhancements will allow the town to improve valuation issues that may be specific to Scituate.

**OBJECTIVES:**

- Identify issues that affect assessments in Scituate that may have been revealed after last revaluation 07/01/13
- Update software enhancements with appraisal vendor 01/01/14
- Integrate changes prior to next revaluation /certification update for FY 2015 07/01/14

**MAJOR BUDGET COMPONENTS**

As part of its daily operation, the Assessors office responds to inquiries from taxpayers, attorneys, banks, realtors, surveyors, and others. The office also 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 Assessor's office processes over 15,000 motor vehicle and boat excise bills each year.

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 our department are as follows:

Salaries- 97% ...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- 3% ..... general office requirements such as office supplies, printing, technical services, etc.





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: BOARD OF ASSESSORS 141**

**FY 2014 RISKS AND CHALLENGES**

Our department has continued to provide assessment functions such as building permit review and interim value adjustments with a budget that is significantly lower than comparable communities as demonstrated in a benchmarking exercise two years ago. Training new staff while maintaining our field inspection schedule may present challenges.

As in previous years, our interaction with residents and taxpayers differs from many other offices in town hall. Economic issues have continued to cause frustration for many taxpayers and we must react accordingly to their concerns while maintaining a professional level of courtesy and service.

**DEPARTMENTAL ACCOMPLISHMENTS**

In FY 2012 the triennial revaluation was completed as required. With the combination of an operational override we experienced an increase in abatement applications with 275 applications being filed. Although an increase from prior years, our filings represented slightly less than 3% of all parcels in town. The Board of Assessors held 11 meetings between February and April of 2012 to properly review all applications with each receiving a thorough review. Under the provisions of Chapter 59 relating to real estate taxes, the Assessors have 90 days to review all applications. Despite an increase in applications, we were able to continue our policy of each application receiving proper consideration within the timeframe prescribed under Chapter 59.

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.

Interim adjustments to assessments as required by the Department of Revenue in non-revaluation years are also completed by in-house staff. This function reduces costs by \$ 15,000 vs. typical appraisal vendor charges.

In conjunction with the Town Accountant, received Department of Revenue approval of the FY 2013 tax rate within two days of submission

DESCRIPTION OF REVENUE	FY/11	FY/12	FY/13 YTD	FY/14 Projected	Comments
Property cards Abutters Lists Deeds Assessment Reports	\$ 2,878	\$ 4,009	\$ 1,670	\$ 4,000	

Town of Scituate

Budget 141 Board of Assessors

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Dept Requested

Account	Description	FY11 Expended	FY12 Expended	FY13 Approp	FY13 Expend to Date	FY14 Dept Request	FY14 Town Admin Request
---------	-------------	---------------	---------------	-------------	---------------------	-------------------	-------------------------

001.141.0510.5110.0000.0000	REGULAR SALARIES	\$125,670.95	\$133,250.72	\$132,257.00	\$86,545.40	\$128,894.00	
001.141.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
001.141.0510.5130.0000.0000	LONGEVITY	\$1,700.00	\$2,100.00	\$3,200.00	\$3,100.00	\$3,200.00	
001.141.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$500.00	\$0.00	\$500.00	
001.141.0510.5180.0000.0000	PART-TIME SALARIES	\$42,521.13	\$40,016.58	\$47,738.00	\$8,494.50	\$49,221.00	
001.141.0510.5191.0000.0000	OTHER SALARIES	\$1,540.40	\$1,530.00	\$1,620.00	\$710.95	\$1,601.00	
SCHEDULE: PERSONAL SERVICES - 0510		\$171,432.48	\$176,897.30	\$185,315.00	\$98,850.85	\$183,416.00	
001.141.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$172.80	\$172.80	\$175.00	\$172.80	\$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	\$7,800.00	\$0.00	\$300.00	\$0.00	\$300.00	
001.141.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$105.00	\$0.00	\$150.00	\$0.00	\$150.00	
001.141.0520.5343.0000.0000	BINDING & PRINTING	\$861.31	\$956.96	\$875.00	\$515.17	\$875.00	
001.141.0520.5344.0000.0000	POSTAGE	\$855.85	\$972.86	\$800.00	\$190.35	\$800.00	
001.141.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$387.20	\$189.20	\$400.00	\$86.00	\$400.00	
001.141.0520.5731.0000.0000	PROFESSIONAL DUES & SUBSCRIPTIONS	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	
SCHEDULE: PURCHASE OF SERVICES - 0520		\$10,437.16	\$2,546.82	\$2,955.00	\$1,219.32	\$2,955.00	
001.141.0540.5420.0000.0000	OFFICE SUPPLIES	\$663.72	\$424.89	\$850.00	\$200.39	\$850.00	
001.141.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$663.72	\$424.89	\$850.00	\$200.39	\$850.00	
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	

Town of Scituate

Budget 141 Board of Assessors

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Dept Requested

Account	Description	FY11 Expended	FY12 Expended	FY13 Approp	FY13 Expend to Date	FY14 Dept Request	FY14 Town Admin Request
Grand Total:		\$182,533.36	\$179,869.01	\$189,120.00	\$100,270.56	\$187,221.00	

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TREASURER/COLLECTOR & TAX FORECLOSURE 145**

**MISSION STATEMENT**

The Town Treasurer/Collector is responsible for collecting, managing, and investing all town funds; to provide efficient, accurate and professional tax information and services to the taxpayers; issue all authorized debt; and to pay the bills and payrolls of the town in an efficient and timely manner; all according to MA General Laws.

**MAJOR BUDGET COMPONENTS**

In FY14, the \$244,614.00 Personal Services component equals 83 % of the total \$294,719.00 Treasurer/Collector's budget, and covers the cost of three full-time, and two part-time employees.

The Postage line item has been increased to \$32,000 for increased postage costs as of January 2014, which is 12% of the overall 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 vendor bill payments.

Technical Services is \$1,500.00 for Customized Data Services to improve the receivable program. This would improve the cash reconciliation process.

The Equipment line has been increase to rebuild the lock assembly for the safe. The last time the safe was serviced (within the last 3 years), the Treasurer/Collector's office was informed that the safe would no longer be able to be fixed because of an obsolete combination lock assembly. Having a reliable safe is a priority in the Treasurer Collector's office.

**FY14 RISKS AND CHALLENGES**

The continuing longevity of the economic downturn has resulted in an increase in requests for tax payment plans on the part of our residents. To date, the office has successfully maintained past year 90+% collection rates, and does very well as compared to previous monthly collection rates. Increased delinquencies result in increased demand bill mailings that increase the postage budget. Educating the public in tax taking procedure is exhaustive, yet well worth the effort taken to collect the debt. Adhering to and complying with an ever-changing payroll, retirement, insurance, and tax law reform changes is always a challenge. 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.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TREASURER/COLLECTOR & TAX FORECLOSURE 145**

**FY14 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Work with the Town Administrator, and the Town Accountant in the creation of an employee handbook to eliminate confusion by standardizing benefit eligibility. (Timeline: Summer 2013 to June 2014)

**OBJECTIVES:**

- Gather samples from other communities, and attend meetings relative to the topic. (Timeline: July 2013 to September 2013)
- Review contract language regarding benefit eligibility and/or make changes.
- (Timeline: July 2013 to September 2013)
- Create policies with Board of Selectmen (BOS), and Labor Counsel's approval for Employee Handbook for all Town employees; issue handbook. (Timeline: December 2013 to June 2014)

**GOAL:** Maximize efforts to collect a minimum of 15 tax title accounts without incurring additional legal expenses. (Timeline: FY13-FY14)

**OBJECTIVES:**

- Assign accounts for collection to the Treasurer/Collector (TC) staff. (Timeline: FY13-FY14)
- Delegate research duties to staff for the gathering of data or employ other means of direct contact to aid in obtaining outstanding tax revenues. (Timeline: FY13-FY14)
- Increase written correspondence to the delinquent taxpayers with copies of updated tax title statements. (Timeline: FY13-FY14)

**GOAL:** Create a policy for charging a fee for copies of tax bills and W-2s. (Timeline: FY13-FY14)

**OBJECTIVES:**

- Determine what tax information should be given without having to order a MLC. (Timeline: Jan. 13-Apr. 13)
- Gather policies from other communities. (Timeline: Jan.13-Apr. 13)
- Review policies with a fee. (Timeline: May 13-June 13)
- Present to BOS for review, revision, and/or approval. (Timeline: June 13)
- Implement new policy. (Timeline: FY14)



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TREASURER/COLLECTOR & TAX FORECLOSURE 145**

**GOAL:** Improve the collection process and timeliness of returned checks and ambulance charges. (Timeline: FY13-FY14)

**OBJECTIVES:**

- Review current nonsufficient fund check policy with the Town Accountant to improve the communication between departments. (Timeline: FY13)
- Gather all returned checks and outstanding Comstar bills to date and review what is collectable. Meet with affected staff. (Timeline: FY13-FY14)
- Assign accounts for collection of returned checks to TC staff. Assign uncollected Comstar bills to the Deputy Collector. (Timeline: FY13-FY14).
- Work with the Police Chief to help with the collection of a returned check after all efforts have been exhausted by TC office. (Timeline: FY13-FY14)

**DEPARTMENTAL ACCOMPLISHMENTS**

The Treasurer/Collector's office was without a Treasurer Collector for the first three months of FY13 and the new Treasurer Collector has only been here ten weeks.

I asked the T/C staff to offer the department's accomplishments to date:

Beach, transfer station, and replacement transfer station stickers continue to be offered online for a more efficient mechanism for the recipients to pay, and to process receipts in an automated fashion. The Treasurer/Collector's office began to accept walk-in sticker payments in the fall of 2011/FY12 once the temporary staff ceased operations. This was the first time the stickers were issued in the Treasurer Collector office and it was a success.

The TC office worked with the King Group to review, organize, and reduce the volume of record in the office and in basement storage.

The staff is very well versed in appropriate collection techniques, and is accomplished in educating the public on many tax-related, sticker, returned check, detail, septage, and water/sewer issues. They all seem to know their jobs very well and the Town is fortunate to be working with all of them.

Town of Scituate

145 Treasurer/Collector-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.145.0510.5110.0000.0000	REGULAR SALARIES	\$246,416.04	\$216,957.00	\$107,662.95	\$240,207.00	\$240,207.00		
001.145.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.145.0510.5130.0000.0000	LONGEVITY	\$2,945.34	\$3,600.00	\$1,400.00	\$2,800.00	\$2,800.00		
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	\$2,059.57	\$3,460.00	\$749.49	\$1,607.00	\$1,607.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$251,420.95	\$224,017.00	\$109,812.44	\$244,614.00	\$244,614.00		

001.145.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$1,232.82	\$400.00	\$0.00	\$400.00	\$800.00		
001.145.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.145.0520.5309.0000.0000	TECHNICAL SERVICES	\$0.00	\$34,000.00	\$0.00	\$1,500.00	\$1,500.00		
001.145.0520.5311.0000.0000	SUPPORT SERVICES	\$0.00	\$0.00	\$21,752.87	\$0.00	\$0.00		
001.145.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$949.24	\$1,000.00	\$60.00	\$2,000.00	\$1,000.00		
001.145.0520.5343.0000.0000	BINDING & PRINTING	\$2,343.85	\$1,000.00	\$1,207.50	\$1,000.00	\$1,700.00		
001.145.0520.5344.0000.0000	POSTAGE	\$22,191.37	\$30,500.00	\$12,831.38	\$35,500.00	\$32,000.00		
001.145.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$1,014.78	\$900.00	\$124.44	\$900.00	\$900.00		
001.145.0520.5731.0000.0000	PROFESSIONAL DUES & SUBSCRIPTIONS	\$260.00	\$275.00	\$260.00	\$275.00	\$275.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$27,992.06	\$68,075.00	\$36,236.19	\$41,575.00	\$38,175.00		

001.145.0540.5420.0000.0000	OFFICE SUPPLIES	\$2,212.87	\$2,800.00	\$851.04	\$2,800.00	\$2,300.00		
001.145.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$2,212.87	\$2,800.00	\$851.04	\$2,800.00	\$2,300.00		

001.145.0580.5851.0000.0000	EQUIPMENT	\$94.33	\$500.00	\$262.49	\$5,730.00	\$2,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$94.33	\$500.00	\$262.49	\$5,730.00	\$2,000.00		

Town of Scituate

**145 Treasurer/Collector-Summary**

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	--------------------------	----------------------	---------------------------	----------------------------	----------------------------

001.145.0900.5200.0000.0000	Treas/Col PY Encum 5200	\$0.00	\$307.94	\$307.94	\$0.00	\$0.00	\$0.00	_____
001.145.0900.5400.0000.0000	Treas/Col PY Encum 5400	\$0.00	\$692.06	\$692.06	\$0.00	\$0.00	\$0.00	_____
001.145.0900.5800.0000.0000	Treas/Col PY Encum 5800	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	_____
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$0.00	\$1,000.00	\$1,000.00	\$0.00	\$0.00	\$0.00	_____
DEPT: TREASURER/COLLECTOR - 145		\$281,720.21	\$296,392.00	\$148,162.16	\$294,719.00	\$287,089.00	\$287,089.00	_____
Grand Total:		\$281,720.21	\$296,392.00	\$148,162.16	\$294,719.00	\$287,089.00	\$287,089.00	_____

End of Report





**TOWN OF SCITUATE**  
**FY 2014 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, and also to work cooperatively with municipal employees, Elected Officials and Board and Committee members resolving problems and implementing policies and procedures.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Administrative Support to the Town Administrator

**OBJECTIVES:**

Continue to manage and organize the paperwork and files in the Town Administrator's Office. This task is ongoing due to the large volume of paperwork received in this office. Determining what files may be archived is important to open up space in the file cabinets to accommodate current files.

**GOAL:** Insurance

**OBJECTIVES:**

Our new General Liability insurance carrier offers a wide variety of Training Programs which the Town can utilize to lower premiums. Ensuring that the Department Heads are aware of these programs and follow up to determine who attended these sessions will be a very important function for this office. The Water Division has recently completed a Trench Safety Course offered by MIIA.

**GOAL:** Support Staff Training

**OBJECTIVES:**

With new support staff in place, it is important to touch base regularly so that both Workers Compensation Claims and General Liability Claims are handled properly. Some brief, informal training session will be scheduled in the coming months to review procedures for all aspects of these claims.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: ADMINISTRATION 149**

**GOAL:** Personnel

**OBJECTIVES:**

Continue to expand role as Personnel Specialist

- Coordinate position vacancies, postings, advertising, appointments and associated paperwork.
- Manage all aspects of support staff vacancies including screening and initial interviews.
- On behalf of Town Administrator, check references as requested, prepare and send offer/acceptance notifications, schedule required physicals, CORI's as warranted or needed.

**MAJOR BUDGET COMPONENTS**

Salary of part time recording secretary for various boards and committees.

Town Hall telephone bills

Paper for Town Hall

**FY 2014 RISKS AND CHALLENGES**

On Going Challenges

- Guaranteeing that the lines of communication are open in the Town Administrator's Office for residents and employees of the Town.
- Managing the Town Administrator's tight schedule to ensure that department heads, chairs/members of boards and committees and residents are able to meet with the TA when necessary. Also keeping ahead of the organization of the paperwork.
- Oversight and follow-up of insurance issues.

New Challenges

- Changes in the Open Meeting Law continue to challenge this office. Constant review to ensure that we are adhering to any updates is very important.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: ADMINISTRATION 149**

- Civil Service has revised the process for calling for lists and requesting exams. Training sessions have been completed, and the online program will become effective in January, 2014.
- Many employees retired or left in 2012 and this resulted in over two dozen vacancies to be filled through this office.

**DEPARTMENTAL ACCOMPLISHMENTS**

Continued to assist with the transition to the T/C's office of the Beach/Transfer Station Sticker Program

Review and preparation of FY/13 Budget Notebooks and Capital Plan Notebooks

2011 Town Report

Processing of Workers Compensation and General Liability insurance claims

Processing Unemployment Assistance claims

Administer Senior Tax Work Off Program

Assisted with the RFQ's for FY 13 General Liability insurance carrier

Reapplication process for Stop/Loss Insurance (Workers Comp)

Assist with the hiring of several new employees

Administrative support to the Town Administrator with the Municipal Health Insurance Reform



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: ADMINISTRATION 149**

DESCRIPTION OF REVENUE	FY/11	FY/12	FY/13 YTD	FY/14 Projected	Comments
Rentals (Cell Tower & Go Green)	\$221,255	\$227,911	\$77,977	\$250,000	

Town of Scituate

149 Administration-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request FY14 Town Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.149.0510.5130.0000.0000	LONGEVITY	\$0.00	\$157.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
001.149.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
001.149.0510.5180.0000.0000	PART-TIME SALARIES	\$1,626.92	\$15,608.00	\$744.98	\$5,833.00	\$5,833.00	\$5,833.00	\$5,833.00						
001.149.0510.5190.0000.0000	SEASONAL SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
001.149.0510.5191.0000.0000	OTHER SALARIES	\$0.00	\$106.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
SCHEDULE: PERSONAL SERVICES - 0510		\$1,626.92	\$15,871.00	\$744.98	\$5,833.00	\$5,833.00	\$5,833.00	\$5,833.00						
001.149.0520.5242.0000.0000	REPAIR/MAINT PROPEIQ	\$0.00	\$50.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
001.149.0520.5271.0000.0000	RENTALS EQUIP/FACIL	\$7,456.17	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
001.149.0520.5308.0000.0000	TRAINING	\$0.00	\$30,000.00	\$0.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00						
001.149.0520.5309.0000.0000	TECHNICAL SERVICES	\$742.28	\$9,700.00	\$140.84	\$20,500.00	\$20,500.00	\$20,500.00	\$20,500.00						
001.149.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$710.22	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
001.149.0520.5341.0000.0000	TELEPHONE	\$25,747.90	\$29,000.00	\$11,922.61	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00						
001.149.0520.5343.0000.0000	BINDING & PRINTING	\$1,333.06	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
001.149.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
SCHEDULE: PURCHASE OF SERVICES - 0520		\$35,989.63	\$68,750.00	\$12,063.45	\$80,500.00	\$80,500.00	\$80,500.00	\$80,500.00						
001.149.0540.5420.0000.0000	OFFICE SUPPLIES	\$3,000.33	\$4,400.00	\$1,644.18	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00						
001.149.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$3,000.33	\$4,400.00	\$1,644.18	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00						
001.149.0900.5200.0000.0000	Administration PY Encum 520	\$804.17	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
001.149.0900.5400.0000.0000	PY Encumbrances-Material	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$804.17	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						

Town of Scituate

149 Administration-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance     Round to whole dollars     Account on new page

From Date: 1/1/2013    To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	--------------------------	----------------------	---------------------------	----------------------------	----------------------------

DEPT: TOWN ADMINISTRATION - 149		\$41,421.05	\$89,021.00	\$14,452.61	\$90,333.00	\$90,333.00	_____	_____
---------------------------------	--	-------------	-------------	-------------	-------------	-------------	-------	-------

Grand Total:		\$41,421.05	\$89,021.00	\$14,452.61	\$90,333.00	\$90,333.00	_____	_____
--------------	--	-------------	-------------	-------------	-------------	-------------	-------	-------

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: ECONOMIC DEVELOPMENT COMMISSION**

**MISSION STATEMENT**

Enhance the existing business community, attract new business, attract new customers, and encourage re-development and new development as may be advisable in order to increase the Town's property tax revenues, income, job base, and overall economic health

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Complete MAPC market study

**OBJECTIVES:**

- Determine the types of business most suitable for Scituate and where they should be located. In addition, the project will define a development pattern beneficial to business and appropriate to the town's character and its status as an energy-efficient Green Community
- Sponsor and seek passage of a local meals tax that creates a funding channel for future economic development
- Conduct outreach efforts to local business community as a follow-up to EDC business survey

**GOAL:** Ensure that local businesses have a voice in future economic development efforts

**OBJECTIVES:**

- Engage local developers in business development summits focusing on N. Scituate, the Harbor, and the Greenbush area

**GOAL:** Gain third-party perspective on both the opportunities, challenges, and needs facing developers considering development in Scituate, and their ideas for appropriate development



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: ECONOMIC DEVELOPMENT COMMISSION**

**MAJOR BUDGET COMPONENTS**

MAPC market study	\$40,500.00
Business development summits (3)	\$750.00
<ul style="list-style-type: none"><li>• Meeting room rental costs</li><li>• Food</li><li>• Supplies</li></ul>	
Personnel – ½ FTE administrative support – contractor	\$20,000.00
<ul style="list-style-type: none"><li>• Grant writing, research, market analysis, presentation assistance, coordinate MAPC engagement, coordinate business summits</li></ul>	
Town marketing and promotional activity	\$1,000.00
Community Analyst software – from ESRI	\$4,000.00
Printing/production	\$1,500.00
Administrative	\$1,000.00
<b>TOTAL BUDGET REQUEST</b>	<b>\$68,750.00</b>

**FY 2014 RISKS AND CHALLENGES**

Lack of funding and/or lack of support staff will significantly affect the ability of the EDC to deliver on its mission, by limiting the ability of the Commission to engage stakeholders, research and apply for grants, acquire tools necessary for economic analysis, conduct promotional activities on the town's behalf, create presentations for the Planning Board and Board of Selectmen required in our charter, and manage the workload

The potential that the town facilities audit will not consider economic development implications as part of the assessment





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: ECONOMIC DEVELOPMENT COMMISSION**

**DEPARTMENTAL ACCOMPLISHMENTS**

- Hosted Maritime summit
- Advocated and actively assisted in promoting the Ocean Campus Center (OCC) initiative
- Explored BOS willingness to support a local meals tax and increased dock fees as immediate opportunities to increase town revenue in a meaningful way
- Completed two town surveys of local residents and businesses and gained important insight that can influence EDC efforts moving forward
- Conducted inventory of public lands (ongoing)

Town of Scituate

182 - Economic Development

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.182.0510.5110.0000.0000	REGULAR SALARIES	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00			
SCHEDULE: PERSONAL SERVICES - 0510									
001.182.0520.5309.0000.0000	TECHNICAL SERVICES	\$0.00	\$0.00	\$0.00	\$46,500.00	\$20,000.00			
001.182.0520.5321.0000.0000	MEETINGS	\$0.00	\$0.00	\$0.00	\$750.00	\$0.00			
001.182.0520.5343.0000.0000	PRINTING	\$0.00	\$0.00	\$0.00	\$1,500.00	\$750.00			
SCHEDULE: PURCHASE OF SERVICES - 0520									
DEPT: ECONOMIC DEVELOPMENT COMMISSION - 182									
FUND: GENERAL FUND - 001									
Grand Total:		\$0.00	\$0.00	\$0.00	\$68,750.00	\$20,750.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: INFORMATION TECHNOLOGY 155**

**MISSION STATEMENT**

Leverage technology to meet the goals and needs of the business both tactically and strategically by expanding services and achieving economies of scale through network connectivity, application availability, and optimization.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Design, Install, and Maintain Microsoft Exchange Server

**OBJECTIVES:**

- Consolidate all email under one domain @scituatema.gov to ease communication between town offices and the public. Improve collaboration by implementing shared calendaring and resource management. Comply with any IT Policy in regards to email retention and discovery laws. Improve support for mobile devices.
- Appropriate licensing will need to be procured and thusly approved as a budget item(s). Training will need to take place prior to install utilizing training line item to avoid professional service costs.
- Infrastructure and backup have been upgraded in FY13 in anticipation of this implementation. Initial implementation will cover 100 users.

**GOAL:** Create an IT Binder containing documentation of each office's systems and network configuration

**OBJECTIVES:**

- Business continuity. Given the amount of change in the past year and expanding role of IT this is now necessary as systems are beginning to become more intertwined and complexity is increasing.
- This is a living document and once complete will need to be updated frequently.
- Document and collect relevant data. Create network designs using Visio.

**GOAL:** Implement technology to support a new IT policy with regards to acceptable use

**OBJECTIVES:**

- One example of many, leveraging newly implemented infrastructure we can now create group policy objects that automatically redirect local folders to network locations that are included in our existing backup strategy which supports a policy to save documents to network locations vs. locally on a PC.
- Acceptance of IT Policy and budgeting for infrastructure to support the policy.
- Create and implement GPOs to support newly adopted IT Policy.



## **TOWN OF SCITUATE** **FY 2014 BUDGET**

### **DEPARTMENT: INFORMATION TECHNOLOGY 155**

**GOAL:** Improve the Town of Scituate's web presence and online services

#### **OBJECTIVES:**

- 24x7 access to information and payments. Improved visibility for Town offered services and information. Ability to be agile with streamlined management of sub sites, posts, and approvals.
- Current design and structure needs to be revamped or replaced.
- Research current needs and find a solution existing or otherwise to meet those needs.

#### **MAJOR BUDGET COMPONENTS**

The Information Technology (IT) department personnel consist of William Sheehan IT Director. The IT department is responsible for all computer hardware and services, network hardware and services, software applications and services, printing and day to day troubleshooting of said along with creating and implementing the strategic vision for the Town of Scituate's technology initiatives. Major components include salaries, procurement of hardware and any associated maintenance and leases of said hardware.

#### **New Items Prioritized**

1. Microsoft Exchange Server & True Up Licenses \$26,500.00
2. Computer Hardware for upgrades and paperless board meetings \$8,000.00
3. Help Desk Software for Facilities and IT Support \$1,000.00

#### **FY 14 RISKS AND CHALLENGES**

The infrastructure has been optimized for best practices Exchange Server implementation. Exchange Server is a very complex application and our installation will be no less complex. This will require off hours work and a balance between day to day activities and this critical installation. Email must be moved from the existing @town.scituate.ma.us domain then all MX traffic (emails to @town.scituate.ma.us) must be forwarded to our new domain of @scituatema.gov. Significant testing will be required for cutover and since the IT Director has no access to manage our MX records. This results in heavy reliance on third party website and email administrator whom currently manages our @town.scituate.ma.us domain. Post installation tasks will include capturing all email archives on our network and importing them in so they may be subject to journaling (read only searchable archive built into Exchange). Then user training on advanced features occurs after that. This installation will not rely on connectivity between the offices as previously stated in FY13. This is due to enhancements in Exchange that allow for "Exchange Anywhere" which allows secure connectivity via the public internet, this capability is very complex.

Prior to the hiring of a full time IT Director the Town of Scituate selected a permitting software package to manage the process of contractors and homeowners applying for building permits via an online application. This software does not satisfactorily meet the needs of the town in regards to our permitting processes nor has it been well received by the public and departments that it intends to assist. The goals of this application are to



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: INFORMATION TECHNOLOGY 155**

reduce the workload of the staff, streamline the permitting process, and provide access to the public to enter and review their permits online. The result has been more work for the staff, a frustrated public, and a lack of departmental workflow necessary to accept, review, issue, and inspect permit applications. This vendor and this application would not have been considered for implementation if proper due diligence was performed by a qualified IT Director based on application architecture and best practices. In response to the shortcomings of the existing application other permitting software vendors have been thoroughly reviewed and based on this review with input from Building, Health, Planning, and Conservation a vendor has been selected and funding for the acquisition of the software is requested .

A new help desk software system that covers both IT support requests and facilities requests will be implemented in FY14. Much effort has been expended to change the way users request support i.e. email support@town.scituate.ma.us , going forward, requests will require a user to fill out a short form on a website that is designed to better track requests in terms of volume and reporting. This will require users to adopt this new method or the ability to track, report, and mitigate requests will built in context based FAQs will be reduced.

**DEPARTMENTAL ACCOMPLISHMENTS**

- Grew core infrastructure Storage Area Network (SAN) adding extra capacity anticipating Exchange Server deployment and digitizing of documents i.e. engineering plans/water shutoffs etc...
- Continued standardization of multi-function printing, network infrastructure, desktops & laptops
- Comcast connection extended to Widows Walk and Transfer Station without incurring construction costs (saved \$5,000.00)
- Creation of new hardware independent backup infrastructure allowing for more backup capacity and better reliability and flexibility for future backup needs
- Deployed new application and process to manage beach sticker sales
- Implemented new core infrastructure at Library
- Created a repeatable model for kiosk computers throughout town
- Improved server security to allow all users a personal drive to store their important documents and a departmental drive for subsequent departmental storage and scripting to automatically map these drives.
- Designed an outdoor wireless model for Scituate Harbor and applied for CIC grant to cover the costs of this pilot
- Created layered shape files in centralized GIS application updating buildings, parcels, floodplains, etc...for use by various departments
- Worked with DPW (water) to identify vendors for mobile water operations management and quasi GIS mapping system
- Worked with DPW (water) to identify and implement document scanning services and hosting application to digitize schematics of water services at both businesses and residential locations.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: INFORMATION TECHNOLOGY 155**

- Consolidated cellular phones and standardized on one vendor and two phone models based on the needs of the town today and in the future.

Town of Scituate

155 Information Technology

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended to Date

FY14 Dept Request

FY14 Town Admin Recomm

FY14 Board of Selectman

FY14 Advisory Committee

001.155.0510.0000.0000	REGULAR SALARIES	\$83,225.87	\$86,562.00	\$46,609.92	\$86,561.00	\$86,561.00			
SCHEDULE: PERSONAL SERVICES - 0510									
001.155.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$1,817.54	\$14,300.00	\$7,713.86	\$16,300.00	\$16,300.00			
001.155.0520.5309.0000.0000	TECHNICAL SERVICES	\$72,146.21	\$116,040.00	\$52,359.24	\$148,845.00	\$128,245.00			
001.155.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$0.00	\$480.00	\$183.76	\$480.00	\$480.00			
SCHEDULE: PURCHASE OF SERVICES - 0520									
001.155.0540.5420.0000.0000	OFFICE SUPPLIES	\$331.20	\$1,200.00	\$781.68	\$1,200.00	\$800.00			
SCHEDULE: MATERIALS & SUPPLIES - 0540									
001.155.0580.5851.0000.0000	EQUIPMENT	\$2,237.34	\$23,100.00	\$12,927.73	\$8,000.00	\$11,300.00			
SCHEDULE: CAPITAL OUTLAY - 0580									
Grand Total:		\$159,758.16	\$241,682.00	\$120,576.19	\$261,386.00	\$243,686.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 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 MA General Law statutes for tax taking and foreclosure.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

The goal in FY14 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 and efficiently. There is an inventory of Town possession properties that need to be reviewed the purpose of auction, and/or Town use annually. Parcels in tax title must be constantly assessed for assignment to the tax title attorney for foreclosure proceedings or to negotiate payment arrangements in a reasonable period of time. The first priority is to protect the Town.

**MAJOR BUDGET COMPONENTS**

The major budget component of the tax foreclosure appropriation is the legal cost of foreclosure in Land Court and title search, especially for estate issues. Additionally, there is a sizeable cost to record liens at the time of each annual tax taking. There is a charge of \$77 per item to place a lien either at the Registry of Deeds or Land Court for registered land. In FY13, 165 parcels were advertised for delinquent FY12 taxes. The actual liens resulting from the FY12 takings were 44, of which many were redeemed, resulting in the collection of 16 more before the filing.

**FY 14 RISKS AND CHALLENGES**

One major obstacle is the limited budget available to pursue collection. There are many unpredictable property owners' circumstances (e.g. probate issues, quarreling heirs, unknown location of owners, etc.) Another risk is spending valuable 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 volume of tax title accounts, (177 as of 11/26/12), 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.

The Treasurer/Collector continues to work with taxpayers regarding payment plans, and the Tax Title Attorney for foreclosures that often initiates payment.



Town of Scituate

**Budget 158 Tax Foreclosures**

Fiscal Year: 2012-2013

Print accounts with zero balance     Round to whole dollars     Account on new page

From Date: 1/1/2013    To Date: 1/31/2013    Definition: FY14 Completed Budget

Account    Description    FY12 Expended    FY13 Approp    FY13 Expended to Date    FY14 Dept Request    FY14 Town Admin Recomm    FY14 Board of Selectman    FY14 Advisory Committee

001.158.0521.5309.0000.0000	TAX TITLE FORECLOSURES	\$34,466.11	\$39,000.00	\$10,816.37	\$39,000.00	\$39,000.00			
SCHEDULE: TAX FORECLOSURES - 0521		\$34,466.11	\$39,000.00	\$10,816.37	\$39,000.00	\$39,000.00			
Grand Total:		\$34,466.11	\$39,000.00	\$10,816.37	\$39,000.00	\$39,000.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: CABLE 159**

**MISSION STATEMENT**

To provide P & G (Public and Government) cable television services for the Scituate community. To broadcast local events, performances, meetings, educational programs and public service announcements. To provide air time as well as access to production equipment and training for all interested citizens. Also provide coverage of local government organizations. To always maintain civil and creative environment for one and all.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Establish a Non Profit Status for Cable TV

**OBJECTIVES:**

- To research and investigate the nonprofit option and compare to surrounding Communities. Calculate Comcast income over the next 5 years. (Months 1-3)
- To submit draft and work with Cable Committee to finalize policy proposal. (Months 3-6)
- To have final proposal approved by Cable Board and Town Selectmen for distribution and use. (Months 6-9)
- Have proposal approved and begin process of establishing Non Profit status. (Months 9-12)

**GOAL:** To Continue to Expand the Local and School Based Programming from SCTV

**OBJECTIVES:**

- Continue production for current programs and continue planning for a number of shows i.e. 'Highlights', 'Style' etc. (Month 1-3)
- Comprehensive local production schedule including several ongoing programs. (Month 3-6)
- Incorporate live broadcast capacity into coverage of local events, performances and games. (Month 6-9)
- Local news show and comprehensive school and event coverage on SCTV. (Month 9-12)



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: CABLE 159**

**GOAL:** To Involve Members from the Community in all Aspects of Cable TV

**OBJECTIVES:**

- Continue active search to involve volunteers, unpaid internships and students
- Continue meeting with local Boards, Associations, citizen groups etc.
- Outreach in surrounding Communities for potential collaboration and News possibilities.

**MAJOR BUDGET COMPONENTS**

Cable TV operates with the purpose of reflecting, educating and informing the community.

Cameras, equipment and staff producers are used in the SCTV studio and in the Community at large. This equipment and staffing is necessary for Cable TV to operate. For proper training, borrowing or event coverage both sound and video equipment needs to be purchased and maintained and potentially repaired.

Budget Item #1: Annual Director salary \$55,000.00

Budget Item #2: Part-time camera operators, producers and technicians salary \$24,000.00

Budget Item #3: Cameras, sound recording and editing software, remote site microphones and recording software \$7,500.00

Budget Item #4: Equipment maintenance and repairs \$1,500.00

Budget Item #5: Website Design and Management \$3,500.00

Budget Item #6: Travel & Misc. \$950.00

Budget Item #7: Office supplies \$1,900.00

Budget Item #6: Telephone \$800.00

Budget Item #7: Furnishings \$2,000.00



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: CABLE 159**

**FY 14 RISKS AND CHALLENGES**

Cable TV has made incredible progress over the last year but faces potential challenges without continued support and assistance from the Community, Town and School.

Challenge #1: Programming: create a full schedule of local shows and programs here at the SCTV studio require more personnel and funding.

Challenge #2: Lendable Resources: we need to create a better borrowing resource for citizens and students. We do not have enough equipment to cover events and lend resources.

Challenge #3: Staffing: to have comprehensive coverage of life here in Scituate we need more staffing to cover more events, performances and games.

**DEPARTMENTAL ACCOMPLISHMENTS**

Accomplishment #1: The SCTV TV studio is now fully operational and produces a 24 hour a day 7 day a week programming schedule. The SCTV studio has cameras, lights, a green screen and production/training stations for all interested citizens to utilize as a resource.

Accomplishment #2: Working with the Scituate Community over the last year, SCTV has created hundreds of TV programming hours. Scituate Historians Dave Ball, Mat Brown and countless others have worked with the SCTV staff to create TV programming here in Scituate. SCTV reflects life here in our Community.

Accomplishment #3: SCTV is now an important resource for recording and archiving Town and Meetings. SCTV records many Town and meetings on a weekly basis and makes the meetings available to the Town Archive, and to citizens; both online and on DVD by request.

Accomplishment #4: SCTV now works with the School system here in Scituate in many different capacities. SCTV has been a helpful and important resource at SHS as well as providing coverage and production assistance for faculty and students at Gates, Hatherly and several others.

Accomplishment #5: Successful negotiations with Comcast have greatly improved the quality of the signal for Channel 9, the consistency of the signal and our future as a working TV studio. The Town Hall received a much need live signal modulator at no charge. The TV studio will soon be able to broadcast live.

Town of Scituate

Budget 159 Cable TV

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.159.0510.5110.0000.0000	REGULAR SALARIES	\$44,921.75	\$65,776.00	\$10,821.77	\$0.00	\$55,000.00		
001.159.0510.5180.0000.0000	PART-TIME SALARIES	\$4,264.50	\$0.00	\$11,107.50	\$0.00	\$24,000.00		
001.159.0510.5191.0000.0000	BENEFITS OVERHEAD	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$49,686.25	\$65,776.00	\$21,929.27	\$0.00	\$79,000.00		
001.159.0520.5242.0000.0000	REPAIR/MAINTENANCE OF	\$1,672.55	\$0.00	\$0.00	\$0.00	\$1,500.00		
001.159.0520.5309.0000.0000	TECHNICAL SERVICES	\$527.45	\$89,994.00	\$16,570.75	\$0.00	\$3,500.00		
001.159.0520.5341.0000.0000	TELEPHONE	\$0.00	\$0.00	\$0.00	\$0.00	\$800.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$2,200.00	\$89,994.00	\$16,570.75	\$0.00	\$5,800.00		
001.159.0540.5420.0000.0000	OFFICE SUPPLIES	\$18,886.00	\$10,500.00	\$803.49	\$0.00	\$1,900.00		
001.159.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$0.00	\$0.00	\$0.00	\$0.00	\$950.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$18,886.00	\$10,500.00	\$803.49	\$0.00	\$2,850.00		
001.159.0580.5851.0000.0000	EQUIPMENT	\$8,478.61	\$0.00	\$0.00	\$0.00	\$7,500.00		
001.159.0580.5852.0000.0000	FURNISHINGS	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$10,478.61	\$0.00	\$0.00	\$0.00	\$9,500.00		
Grand Total:		\$81,250.86	\$166,270.00	\$39,303.51	\$0.00	\$97,150.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN CLERK 161**

**MISSION STATEMENT**

The Mission of the Office of the Town Clerk is to serve as the official record keeper and archivist of town records and statistics; to coordinate and oversee elections and voter registration in compliance with Massachusetts and local law and 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 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL: ELECTIONS-**Assess and reorganize election staff roles and responsibilities during elections

**OBJECTIVES:**

1. Communicate desired changes with Town Committees and the need for additional election workers.(July 2013)
2. Identify the individual training needs of election workers and develop core group functions and train accordingly. (Fall 2013)
3. Develop and implement training sessions.(March 2014)
4. Review election training procedures and adjust as warranted. (May-June 2014)

**GOAL: TOWN CLERK TRAINING-**As a newly elected Town Clerk it is important to continue educational training in all aspects of this position

**OBJECTIVES:**

1. Network weekly with area Town Clerks for updates, resources, and upcoming events.
2. Attend educational/training conferences and accumulate credits that will apply towards Town Clerk certification (at least two sessions per year). (June –February)
3. Participate in online webinars when they are available.
4. Continue education in all areas of this position and after the three year requirement to receive my certification by the Mass Town Clerk's Association.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN CLERK 161**

**GOAL: STAFF TRAINING-**With State statutory and mandated requirements in each year, it is necessary that staff continue to be adequately trained

**OBJECTIVES:**

1. Schedule weekly staff meetings to review office procedures and responsibilities regarding current and upcoming projects.
2. Educate staff through training manuals available from the state and on file in this office. (August-September 2013)
3. Attend conferences of the Mass Town Clerk's Association and state agencies relative to training in elections, vital records, town meetings, and all other aspects of the Town Clerk Office function. (October 2013 and June 2014)
4. Monitor and review progress of training and implementation of office procedures. (June 2014)

**GOAL: HOUSECLEANING-**Reorganizing the files in the office, both hard copies and computer files

**OBJECTIVES:**

1. Comb through all files and archive hard copies.
2. Purge duplicate computer files and archive.
3. Create more efficient and practical storage for new incoming files.
4. Continuously and systematically maintain files.

**MAJOR BUDGET COMPONENTS**

Because the Town Clerk's office operates 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. While it is not readily seen as such, the census, and street list are fundamental to the election process. The production of both the census and street list are major cost factors mandated by the state. When the census responses return to the Clerk's office, not only is the input labor intensive, but the costs related to mandated requirements for non-responders is another significant postage expense. Much staff time is expended on significant individual follow-up of non-responders in an effort to maintain the integrity of the voter rolls.

Other areas of responsibility include: vitals – marriage deaths and births; licenses – dogs, clams, raffles, annual fuel storage permits, business certificates; zoning – maintain file history and final certification of decisions; Planning – process and certification; posting of all board and committee meeting notices – both delivered and e-mailed and maintaining files of agendas and minutes; town meeting – certification, setup, overseeing; By-law submissions resulting from Town Meeting to the Attorney General, - Ethics distribution of summaries and testing to all employees, recording and maintaining records; Open Meeting Law – distribution to all appropriate personnel, summaries, recording and maintenance of records.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN CLERK 161**

The legal requirements, detail and accuracy required of the office is exacting. Nevertheless, the office is in constant contact with the public, resulting in responding to requests and interruption by telephone and in person. The work of the office requires each staff member to be able to multi-task on a regular basis. Personal contact and the required responses are a standard expectation of the work.

**FY 14 RISKS AND CHALLENGES**

The greatest risk to the Town Clerk's office remains the same as in FY 2013 as noted by our former Town Clerk. That is the potential for a sudden need for new election machines. The Commonwealth has not brought forward a new approved machine. Nor has it considered or tested new machines. Meanwhile, Town's Op-Tech Eagles are no longer being produced. Election Services & Software still services Op-techs, but it will become increasingly more difficult to find parts and competent service personnel.

The Op Tech Eagles continue to operate very well. Because of economic times, we have delayed replacement of this equipment because it still does the job and the State had indicated several years ago that it would like to consider and test other options.

Currently, towns making changes to their equipment are purchasing Accuvote, currently the only state-approved equipment. If the state does not offer a new recommendation, the Town will need to consider the purchase of Accuvote machines. We have six machines, one per precinct. We maintain and program a spare – totaling seven machines.

This has been a very busy election year, four in total. In addition to taking office in May and the hiring of new staff members there is the essential need for adequate training. Though we have kept up with the flow of the everyday office procedures, there has been but little time to for in depth training and problem solving. It is vitally important to this office and the town to take advantage of training programs available through the Town Clerk's Association by providing expenditures for staff training.

Due to the ongoing requirements and needs of this office, making time for staff training is going to be a somewhat difficult challenge however a necessary one. The staff in the Clerk's office is committed to hard work, excellent customer service, and has the enthusiasm to learn the different aspects of the functions of this office. More flexible staff time will be required to attend conferences.

**DEPARTMENTAL ACCOMPLISHMENTS**

In 2012 this office under the leadership of former Town Clerk, Bernice Brown and in conjunction with the Department of Public Works facilitated the reorganization of archived records and installation of shelving in the Town Archives. As part of this process a filing and retrieval method for archived records was implemented. Also the fire alarm system was installed in the basement level of Town Hall.

Dedicated volunteers have consistently continued to work in the Archives. They are an invaluable asset to the town.





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN CLERK 161**

A used laptop was donated for use at elections which expedites the tally process for reporting the election to the press more efficiently.

With a newly elected Town Clerk and two new employees in the office in what has been an extremely busy presidential election year has proven quite the challenge. All staff being in new positions have prepped, organized, and executed with much proficiency, professionalism, and accuracy two major elections. The last being the presidential election with a voter turnout of 83%. This is an incredible accomplishment due to the fact that these exceptional new employees have only been working here for a few months. All this being done while simultaneously maintaining the high standards of customer service that remains our number one priority.

There were over a dozen new volunteers at the presidential election at the end of the night for sorting and tallying ballots. Without their help this process would take hours on end to complete. With them it took three hours. The Town Clerk's office is extremely grateful to have them as part of our election team.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TOWN CLERK 161**

<b>DESCRIPTION OF REVENUE</b>	<b>Year To Date</b>			
	<b>FY/10</b>	<b>FY/11</b>	<b>FY/12</b>	<b>FY/13</b>
Fees:	\$40,853.45	\$39,323.25	\$38,069.15	\$20,336.90

Town of Scituate

Budget 161 Town Clerk

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.161.0510.5110.0000.0000	REGULAR SALARIES	\$131,160.50	\$125,650.00	\$54,671.19	\$105,264.00	\$106,504.00		
001.161.0510.5120.0000.0000	OVERTIME	\$987.63	\$2,991.00	\$955.05	\$1,540.00	\$1,540.00		
001.161.0510.5130.0000.0000	LONGEVITY	\$1,716.71	\$1,700.00	\$850.00	\$850.00	\$850.00		
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	\$8,705.00	\$13,916.00	\$18,841.75	\$26,730.00	\$26,730.00		
001.161.0510.5191.0000.0000	OTHER SALARIES	\$222.63	\$1,295.00	\$181.06	\$1,076.00	\$1,076.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$142,792.47	\$145,552.00	\$75,499.05	\$135,460.00	\$136,700.00		
001.161.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$500.00	\$0.00	\$150.00	\$150.00		
001.161.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$100.00	\$0.00		
001.161.0520.5311.0000.0000	SUPPORT SERVICES	\$14,385.95	\$22,320.00	\$7,526.32	\$18,850.00	\$18,850.00		
001.161.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$50.00	\$500.00	\$0.00	\$500.00	\$450.00		
001.161.0520.5343.0000.0000	BINDING & PRINTING	\$1,596.70	\$3,250.00	\$0.00	\$2,450.00	\$2,000.00		
001.161.0520.5344.0000.0000	POSTAGE	\$4,320.92	\$3,000.00	\$1,237.24	\$3,600.00	\$3,600.00		
001.161.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$0.00	\$200.00	\$0.00	\$300.00	\$250.00		
001.161.0520.5731.0000.0000	PROFESSIONAL DUES & SUBSCRIPTIONS	\$260.00	\$300.00	\$150.00	\$350.00	\$350.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$20,613.57	\$30,070.00	\$8,913.56	\$26,300.00	\$25,650.00		
001.161.0540.5420.0000.0000	OFFICE SUPPLIES	\$1,439.26	\$2,800.00	\$507.00	\$2,500.00	\$2,000.00		
001.161.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$410.89	\$275.00	\$0.00	\$1,000.00	\$500.00		
001.161.0540.5425.0000.0000	PRINTING & FORMS	\$533.43	\$800.00	\$100.00	\$850.00	\$600.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$2,383.58	\$3,875.00	\$607.00	\$4,350.00	\$3,100.00		
Grand Total:		\$165,789.62	\$179,497.00	\$85,019.61	\$166,110.00	\$165,450.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: CONSERVATION COMMISSION 171**

**MISSION STATEMENT**

To protect the beneficial functions of all coastal and inland wetland resources within the Town of Scituate including, but not limited to, beaches, dunes, barrier beaches, salt marshes, coastal and inland floodplains, bordering vegetated wetlands, land subject to flooding, vernal pools and watersheds from improperly proposed development in order to safe guard the health, safety and economic well-being of its citizens and preserve vital wildlife habitats.

Implement to the fullest extent possible the development and landform sustainability standards contained in The Town of Scituate and Commonwealth of Massachusetts Wetlands Protection Regulations, the Town of Scituate Open Space and Conservation Plan, and the Federal Emergency Management Agency's Community Rating System.

Ensure that residents living and working in coastal and inland floodplains are educated in proper construction techniques that will reduce potential adverse impacts to development and residents from storms and flooding.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** In accordance with Scituate's Wetlands Protection performance standards and Open Space Plan: protect surface water bodies, ground water (aquifers) and wetlands from potential pollution; prevent the loss and degradation of wetland areas; and, to the extent possible, preserve natural drainage areas, ponds and coastal landforms.

**OBJECTIVES:**

- Strictly enforce the development and landform protection and storm water management standards in the local and state Wetlands Protection Regulations; (on-going)
- Generate updated information submittal requirements 'check lists' relating to the various filing mechanisms required by the state for wetlands protection reviews to facilitate streamlined project reviews; (August-September)
- Generate and assist in adopting a Conservation Commission policy regarding the construction of decks and patios abutting town-owned seawalls and revetments in order to enhance protection of the built



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: CONSERVATION COMMISSION 171**

environment, and ensure appropriate access for maintaining town-owned seawalls and revetments; (on-going)

- Convene an educational workshop on the importance of the beneficial functions of coastal and inland wetlands for a healthy environment and optimum property values, along with information regarding filing requirements to ensure more efficient and timely reviews; (August)
- Generate a tri-fold brochure on the importance of wetlands and the Conservation Commission and citizen's role in ensuring wetlands beneficial functions are preserved and enhanced; (started)
- Ensure the Agent and Commission members are aware of training opportunities in wetlands protection for more efficient reviews of project proposals; (on-going)
- Generate 'generic emergency regulations and guidelines' for post-storm re-building, with input from other appropriate town boards and Departments; (September-October).

**GOAL:** Assist and improve management of open space and conservation land.

**OBJECTIVES:**

- Conduct immediate follow-up and outreach to potential land donors and investigate the feasibility and benefits to the Town and residents in accepting donated land, along with the benefits and detriments of long-term ownership and management of donated open space and conservation lands. Through a standard reporting format, advise the Board of Selectmen through the Town Administrator on the pros and cons of accepting donated open space and conservation land; (on-going)
- Coordinate the generation of a 'Scituate Conservation Lands Trail Map', with input from other town boards, commissions, and citizen volunteers, such as the Planning Board and land management organizations. Seek outside funding to match Town funds; (begin July: end Spring);
- Seek volunteers to assist in managing and clearing land under the stewardship of the Conservation Commission, e.g. 'Adopt a Conservation Land Trail' program (July-June)



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: CONSERVATION COMMISSION 171**

**GOAL:** Continue to coordinate, manage and implement Scituate's participation in the Federal Emergency Management Agency's Community Rating System (CRS). (on-going)

**OBJECTIVES:**

- Generate/update the existing floodplain management brochure, including a description of the beneficial functions of floodplains, the importance of obtaining and maintaining flood insurance, and construction techniques that can reduce flood insurance premiums; (Yearly basis)
- Twice per year mail the floodplain management brochure to floodplain and town-wide residents to ensure on-going awareness of property protection and public safety due to construction in hazardous floodplain areas; (December & Spring)
- Maintain compliance records with required CRS activities in order to continue the reduction in flood insurance premiums for all Scituate residents in the floodplain.

**MAJOR BUDGET COMPONENTS**

- Protection of coastal and inland wetlands and landforms by administering the state and local Wetlands
- Protection Regulations for all proposed activities in or within 100 feet of a wetland resource area;
- Continued participation and implementation of FEMA's Community Rating System;
- Management of the Town's open space and conservation lands;
- Contribute in updating and implementation of the Town's Open Space and Recreation Plan; and
- Updating and implementation of the Town's Hazard Mitigation Plan.

The majority of our budget goes to salaries for the Conservation Agent and Natural Resources Officer and Conservation Administrative Secretary. In addition, funds are required to mail the Town's floodplain brochure to both residents in FEMA-mapped floodplain areas and a second mailing to all Town residents as required to maintain Scituate's Class 8 rating in FEMA's Community Rating System which results in a 10% reduction in flood insurance premiums for all Scituate floodplain residents. Furthermore, the Commission administers two accounts that maintain clean, safe and publically assessable conservation lands: one for Driftway Park maintenance and development, and the Conservation Fund to be used for maintenance to keep conservation lands safe and assessable, and for legal expenses to explore the benefits and detriments of the purchase or accepting gifts of land for open space and conservation.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: CONSERVATION COMMISSION 171**

The floodplain brochure needs updating yearly which will require generating and printing new brochures and mailing to all residents; letterheads and envelopes; MA Association of Conservation Commissions membership dues and workshop participation fees; dues for membership in the International Erosion Control Association and the MA Association of Wetlands Scientists; postage, including ads mailed to applicants, land owners, applicant's representatives; required certified mailings of Commission Determinations, Orders of Conditions, Certificates of Compliance, Extensions, Enforcement Orders, and required mailings to the state Department of Environmental Protection.

**FY RISKS AND CHALLENGES**

Changes at the state level have been recently proposed that will reduce the participation of the MA Department of Environmental Protection in the permitting process for proposed development. This will increase the responsibilities of local Conservation Commissions.

Maintenance of conservation lands and trails has been a challenge with the elimination of conservation funds last FY. Conservation lands and trails are in jeopardy of continued degradation and becoming unsafe from fallen trees, ruts and wash-outs due to storms, run-off and pedestrian activities. Furthermore, a brochure outlining where conservation and open space lands and attendant trails are available to Scituate residents, along with education of the importance of open space and conservation lands, has never been generated and thus not available to Scituate tax payers. In addition, a formal trail maintenance plan needs to be generated. However, without conservation funds to carry out these necessary actions, trails and conservation lands will continue to deteriorate.

Inland and particularly coastal storm response tremendously impacts department activities. Generic emergency regulations and guidelines need to be developed.

Future potential impacts to coastal areas and floodplains will be significantly greater in coming years. Research and follow-up guidelines and education taking into consideration future flooding and storm impacts anticipated as a result of climate change related sea level rise and increased storm intensity would be beneficial to the Town and residents.

Due to the efforts of the Conservation Agent and citizen volunteers, Scituate has maintained a FEMA Community Rating System (CRS) Class 8 which results in a 10% reduction in flood insurance premiums for all



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: CONSERVATION COMMISSION 171**

Scituate floodplain residents. However, this coming year FEMA is publishing a new updated CRS Manual, which will require additional staff training to understand new requirements to continue participation in the CRS Program.

**DEPARTMENTAL ACCOMPLISHMENTS**

Conservation continues to participate in the Scituate Coastal Inundation Project partnering with NOAA, the National Weather Service, and CZM which monitors storm flooding inundation and flood elevations following storms with the ultimate goal of predicting the extent of flooding in particular areas prior to storm landfall. This assists citizens and emergency responders in quicker emergency response and post-storm recovery efforts.

A 10% reduction in flood insurance premiums for all Scituate's floodplain residents continues due to the efforts of the Conservation Agent (Town's CRS Coordinator) and volunteers.

The Commission issued 56 Orders of Conditions (to this point), 46 Determinations of Applicability, 25 Enforcement Orders or Letters, many times 2nd or 3rd letters, and 52 Full Certificates of Compliance and 10 partials.

The Commission continues active participation with the Community Preservation Act Committee in prioritizing expenditures of Community Preservation Funds.

Also through the help of the Community Preservation Committee, the Commission has contacted The Conway School to design and create a management plan for 76 acres off Bates Lane and the approximate 48 acres of the Crosbie parcel. They will evaluate all aspects of the properties and give several alternatives for the short- and long-term management strategies. (Meetings start January)





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: CONSERVATION COMMISSION 171**

DESCRIPTION OF REVENUE	FY/11	FY/12	FY/14 FY/13	Estimate	COMMENTS
Filing fees	\$42,539.90	\$45,736.35	\$18,186.20	\$32,000.00	
Conservation Fund	\$0	\$0	\$0	\$3,500.00*	The Commission requests that
Driftway Fund	\$0	\$0	\$0	\$2,500.00*	these funds be generated again for the Conservation & Driftway Funds.

**\*Conservation Fund**

Audubon in the recent past required a minimum of \$2,500.00 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

**\*Driftway Fund**

Pays for Scituate Vocational Life Skills Summer Program to cleanup, spread mulch, trim trails, etc.:

- Driftway Park
- Ellis Property
- Teak Sherman Park

Town of Scituate

Budget 171 Conservation

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.171.0510.5110.0000.0000	REGULAR SALARIES	\$72,771.19	\$84,528.00	\$35,544.86	\$76,416.00	\$101,464.00		
001.171.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.171.0510.5130.0000.0000	LONGEVITY	\$900.00	\$900.00	\$900.00	\$900.00	\$900.00		
001.171.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$400.00	\$0.00	\$500.00	\$500.00	\$500.00		
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	\$385.09	\$386.00	\$215.47	\$0.00	\$388.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$74,456.28	\$85,814.00	\$37,160.33	\$77,816.00	\$103,252.00		

001.171.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$100.00	\$100.00	\$200.00	\$200.00		
001.171.0520.5308.0000.0000	TRAINING	\$445.00	\$300.00	\$95.00	\$500.00	\$300.00		
001.171.0520.5309.0000.0000	TECHNICAL SERVICES	\$41,070.00	\$15,748.00	\$4,860.00	\$4,500.00	\$4,000.00		
001.171.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$140.00	\$750.00	\$0.00	\$1,200.00	\$1,200.00		
001.171.0520.5343.0000.0000	BINDING & PRINTING	\$205.38	\$5,000.00	\$292.84	\$2,500.00	\$2,500.00		
001.171.0520.5344.0000.0000	POSTAGE	\$1,156.98	\$6,000.00	\$491.60	\$2,500.00	\$2,500.00		
001.171.0520.5346.0000.0000	LEGAL ADVERTISING	\$207.96	\$125.00	\$0.00	\$250.00	\$210.00		
001.171.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$655.20	\$750.00	\$211.20	\$1,000.00	\$600.00		
001.171.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$498.00	\$750.00	\$496.00	\$850.00	\$500.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$44,378.52	\$29,523.00	\$6,546.64	\$13,500.00	\$12,010.00		

001.171.0540.5420.0000.0000	OFFICE SUPPLIES	\$577.79	\$700.00	\$147.88	\$750.00	\$700.00		
001.171.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$250.00	\$0.00	\$500.00	\$250.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$577.79	\$950.00	\$147.88	\$1,250.00	\$950.00		
Grand Total:		\$119,412.59	\$116,287.00	\$43,854.85	\$92,566.00	\$116,212.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PLANNING BOARD 175**

**MISSION STATEMENT**

The mission of the Planning Board and Planning Department of the Town of Scituate is 1) to create and implement long-range plans which meet the community's goals and provide direction for its overall physical development; 2) to permit and guide new development in conformance with these plans, local bylaws and standard planning practice, and in coordination with other Town officials, committees and departments; 3) to explore and pursue grant opportunities for the Town and 4) to provide sound professional advice and technical expertise to citizens, elected officials, appointed boards and committees, and other departments of the Town of Scituate.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Insure local laws and regulations governing subdivision of land, zoning and stormwater management are effective as well as understandable to developers, homeowners and Town officials.

**OBJECTIVES:**

- Insure Planning Board's Subdivision regulations meet current needs of DPW for road infrastructure, comply with current DEP Stormwater standards and meet other needs of Town residents.
- Complete draft of Sections 6, 7 and 8 in FY14. Provide explanation of changes to Planning Board which can be used on website and in hand-outs.
- Insure the Stormwater regulations apply to situations where regulation is desired and are in compliance with current DEP standards.
- Draft language to address large scale clearcutting, new paving and similar situations which homeowners perceive as directly affecting them and which may in fact impact them.
- Revise language to reflect current DEP stormwater standards. Complete draft by 7/2013 and adopt by 10/2013.
- Analyze effects of impervious surface regulation and present to Town officials so as to reduce controversy and simplify choices on WRPD bylaw for Fall Special Town Meeting.
- Identify the number of lots in the Zone A's and the amount of impervious surface accurately through GIS. Estimate actual impact on these lots.
- Find out how other towns are addressing this problem.
- Explore ways to assist all departments with managing/expediting permitting
- Reduce potential for zoning complaints by initial letters to applicants regarding consequence of not obtaining occupancy permit if conditions are not met. Ongoing.
- Continue to use management techniques to keep Development Review Team meetings upbeat and productive. Ongoing.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PLANNING BOARD 175**

**GOAL:** To support economic development, critical to a strong tax base.

**OBJECTIVES:**

- Identify small improvements that can be made to support a strong business climate in Scituate's villages.
- Work with the EDC to assess needs of businesses in the villages.
- Obtain Livable Communities Grant to identify small, simple transportation and land use improvements in Scituate Harbor. 3/14
- Meet with the businesses and EDC to identify next steps for achieving two or three small, do-able improvements. 3/14
- Determine source of funds, if needed, time frame and who will monitor.
- Work with the EDC to identify appropriate areas with existing traffic volume, vehicle capacity, and sufficient land area on Route 3A and other locations to potentially rezone for Business.
- Work with the Town of Cohasset/Boston MPO to obtain UPWP funding for 3A Corridor Study. 7/13
- Obtain funding for EDC to complete Market Study through DLTA or other sources. Write grant request to MAPC, obtain letters of support, etc. 6/13
- Develop zoning to implement recommendations of market study. Obtain assistance through PDF or similar grant program as needed.

**GOAL:** To increase public understanding of planning and its role in the Town.

**OBJECTIVES:**

- Identify three ways to use social media professionally to clarify and publicize activities of the Planning Board.
- Use events like National Planners Day to publicize role of planning.
- Add links to other planning sites to the Planning Board portion of the Town website
- Assist the EDC with setting up a website to better explain their role, allow easier access by business community and offer helpful links.

**MAJOR BUDGET COMPONENTS**

**SALARIES** - Personnel costs are responsible for over 90% of this year's budget. Staff is essential to the purpose and mission of the department.

**OFFICE MACHINE MAINT** – A typewriter is needed to complete several types of grant applications and for the Treasurers' department for tax title documents.

**TRAINING** – It is extremely important that Board members and staff be current with respect to land use law and other requirements of their positions for the soundest decision making.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PLANNING BOARD 175**

TECHNICAL SERVICES - For Goal 1, 1st bullet, paragraph B., technical assistance will be required. The amount budgeted is \$4,500 based on an estimate from Beals & Thomas. For Goal 1, 3rd bullet, A., analysis would be undertaken using GIS to determine the number of homes in the WRPD Zone A's and a range of amount of impervious surface. The GIS building layer may need to be updated to complete this. The amount budgeted is \$1,000 based on an estimate from Coler & Colantonio.

CONFERENCES & MEETINGS – Training for staff is also extremely important in today's era of rapidly changing regulation.

BINDING & PRINTING – If new zoning is adopted as anticipated, it is essential to make new Zoning Bylaws available.

POSTAGE – Required for mailings for grants applications, reimbursements and reporting.

LEGAL ADVERTISING – Required for zoning and other bylaw changes.

MILEAGE REIMBURSEMENT – For staff site visits and other essential job-related travel.

PROFESSIONAL DUES & SUBSCRIPTIONS – Professional memberships which are another source of board and staff professional support and education.

OFFICE SUPPLIES – Must be purchased to maintain a functioning office.

**FY 2014 RISKS AND CHALLENGES**

Development is big business, with high financial stakes for developers and the Town. There is significant impact on property values, Town liability and the safety and convenience of local residents if roads, drainage and water mains for private subdivisions are built incorrectly or left incomplete. Disputes between developers and Town Hall are common and personnel are often subject to pressure to avoid compliance with local bylaws. Controversy may be generated by many aspects of the job. There is also a high potential for lawsuits which can be costly to the Town. In response to these risks and challenges, the Planning Department strives to maintain professionalism and objectivity, with an emphasis on educating and informing the development community, board members and the public with regard to the existence of and reason for Federal, state and Town regulations governing land use.

**DEPARTMENTAL ACCOMPLISHMENTS**

DEVELOPMENT REVIEW (PLANNING BOARD)

- Made recommendations on action on multiple agenda items for twenty-five Planning Board meetings for FY12
- Prepared draft motions for same, including conditions for special permits and Site Plan Administrative Reviews



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PLANNING BOARD 175**

- Wrote and filed decisions in accordance with statutory time frames on 42 agenda items
- Prepared letters to applicants regarding need to comply with special permit and site plan conditions in order to obtain Certificate of Occupancy
- With the cooperation and support of the Planning Board, circulated decisions to applicants to obtain “buy-in” prior to Planning Board meetings.
- Began use of standardized Motion and decision forms to streamline decision filing.
- Organized two workshops, on roles & responsibilities of Planning Board members (presented by Barbara St. Andre) and stormwater management (by the Town’s three consulting engineers at no cost to the Town) for the board
- Coordinated signing of Settlement Agreement and completion of lengthy process to obtain \$807,000 from a performance bond held by Travelers insurance for reconstruction of roads and drainage in the Walnut Tree Hill subdivision
- Supervised start-up of contractor for the above, including response to residents’ concerns and monitoring by Town’s consulting engineer John Chessia
- Responded/facilitated re. concerns of abutters with Walnut Tree Hill work

**COORDINATION/SUPPORT FOR DEVELOPMENT & PERMITTING IN TOWN HALL**

- Staffed twenty-two meetings of the interdepartmental Development Review Team; used management training to encourage teamwork and emphasize constructive results
- Prepared a large scale Zoning Map incorporating changes of the past thirty years for public use at Town Hall after adoption by Town Meeting
- Arranged for individual with expertise to import same zoning layers into Pictometry for Building and Planning Department use (in process)
- Prepared draft changes to Subdivision Regulations (Sections 3 – 5) and Stormwater Bylaw for Planning Board/Town Meeting action
- Attended MAPD conference in Springfield and two-day GIS training in Salem
- Facilitated Design Review Committee review of several projects including Stockbridge Woods, 50 Country Way, Burger Bar, ice house and Pizza Take-out at 17 New Driftway and two proposed signs at other locations to obtain more pleasing results for the Town

**ECONOMIC DEVELOPMENT**

- Developed two proposals for funding a Market Study for the Economic Development Committee working with the EDC and MAPC.
- Provided support with development of questions for EDC’s resident survey, budget submission, background and investigation of alternatives to MAPC market study and other areas.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PLANNING BOARD 175**

**RENEWABLE ENERGY/ENERGY CONSERVATION/ENVIRONMENTAL PROTECTION**

- Applied for and obtained DOER Leading by Example award for Scituate's successful program of renewable energy improvements and energy conservation.
- Finalized Town's request for Green Communities grant funds after multiple meetings/discussion with DPW, Facilities Manager and ESCO.
- Completed quarterly and annual reports for GC funds, including obtaining/inputting Town energy data for all oil, gasoline and propane purchases into Mass Energy Insight software.
- Working with planners from Marshfield and Duxbury, reviewed and contributed to successful application for \$30,000 Gulf of Maine grant and completed a Scope of Work for the second phase of a three-town study of the impacts of climate change and sea level rise on coastal flooding. The study will highlight modeling of inundation for key areas under different sea level rise scenarios.
- Obtained \$301,000 for two new elevation grants in the Turner Rd. area. Coordinated and attended meeting with FEMA and MEMA officials prior to start.
- Oversaw a new elevation project on Oceanside Dr. with a \$50,000 grant and completion of elevations in Minot and Humarock. Prepared reimbursements.
- Provided an average of \$8,000 per year to the General Fund in grant administration fees over the last two fiscal years.
- Obtained Selectmen's approval of using maximum 75% for majority of reimbursements.
- Prepared draft zoning bylaw and maps of the Town's Zone A's to the Surface Drinking Water Supply and Zone II's to Public Water Supply Wells; presented to Planning Board and Water Resources Committee; according to DEP, adoption is required for renewal of Scituate's Water Withdrawal Permit. Began process to resolve issues home additions. It is anticipated these changes will be brought to the Fall, 2013 Town Meeting.
- Completed application for LAND grant for Higgins McAllister property (not used due to issues re. sale) Assisted appraiser for Higgins McAllister property with information from office and at site visit

**TRANSPORTATION/SIDEWALKS**

- Working with the Town Administrator, developed a proposed shuttle bus route for new GATRA service which was supported by a resident survey conducted by GATRA
- Facilitated web distribution of GATRA survey
- Researched and prepared application for CPA funding for special signs for scenic roads, obtained support of DPW, consensus of committee re. legitimacy of application and Planning Board support letter
- Working with MAPC and the Town of Cohasset, sought funding for a regional study of need for traffic improvements on the Route 3A Corridor from the Cohasset line to Henry Turner Bailey Rd.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PLANNING BOARD 175**

DESCRIPTION OF REVENUE	FY/11	FY/12	FY/13 YTD	FY/14 Projected	Comments
Fees	\$6,600.00	\$10,963*	\$3,180	\$6,500	
Grant Administration	\$11,297.15	\$13,086	\$4,012	\$3,700**	

\* Included \$3,000 for lot releases for Tilden Estates.  
\*\* Due to slow action by Congress to reauthorize several FEMA grant programs, there were fewer applications processed and grant administration fees for FY14 will be lower than normal.



Town of Scituate

Budget-175 Planning Board

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.175.0510.5110.0000.0000	REGULAR SALARIES	\$106,156.41	\$112,053.00	\$60,280.52	\$113,005.00	\$113,005.00		
001.175.0510.5130.0000.0000	LONGEVITY	\$1,100.00	\$1,150.00	\$1,150.00	\$1,150.00	\$1,150.00		
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	(\$315.25)	\$0.00	\$0.00	\$0.00	\$0.00		
001.175.0510.5191.0000.0000	OTHER SALARIES	\$778.84	\$783.00	\$60.20	\$783.00	\$783.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$107,720.00	\$113,986.00	\$61,490.72	\$114,938.00	\$114,938.00		
001.175.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$195.00	\$125.00	\$125.00	\$125.00	\$125.00		
001.175.0520.5308.0000.0000	TRAINING	\$0.00	\$800.00	\$0.00	\$300.00	\$300.00		
001.175.0520.5309.0000.0000	TECHNICAL SERVICES	\$0.00	\$0.00	\$0.00	\$3,500.00	\$3,500.00		
001.175.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$679.52	\$810.00	\$0.00	\$500.00	\$500.00		
001.175.0520.5343.0000.0000	BINDING & PRINTING	\$2,965.17	\$500.00	\$940.37	\$1,200.00	\$1,000.00		
001.175.0520.5344.0000.0000	POSTAGE	\$141.15	\$550.00	\$65.29	\$350.00	\$350.00		
001.175.0520.5346.0000.0000	LEGAL ADVERTISING	\$437.58	\$800.00	\$422.10	\$1,275.00	\$1,000.00		
001.175.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$261.50	\$400.00	\$0.00	\$400.00	\$275.00		
001.175.0520.5731.0000.0000	PROFESSIONAL DUES & SUBSCRIPTIONS	\$672.85	\$580.00	\$530.00	\$580.00	\$580.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$5,352.77	\$4,565.00	\$2,082.76	\$8,230.00	\$7,630.00		
001.175.0540.5420.0000.0000	OFFICE SUPPLIES	\$675.52	\$700.00	\$91.41	\$700.00	\$700.00		
001.175.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$675.52	\$700.00	\$91.41	\$700.00	\$700.00		
001.175.0580.5852.0000.0000	FURNISHINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.175.0580.5853.0000.0000	OFFICE 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		

Town of Scituate

---

**Budget-175 Planning Board**

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended  
to Date

FY14 Dept  
Request

FY14 Town  
Admin Recomm

FY14 Board of  
Selectman

FY14 Advisory  
Committee

Grand Total:

\$113,748.29

\$119,251.00

\$63,664.89

\$123,868.00

\$123,268.00

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: ZONING BOARD OF APPEALS 176**

**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 allocations 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.

**FY2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

N/A

**MAJOR BUDGET COMPONENTS**

**DEPARTMENTAL ACCOMPLISHMENTS**

Town of Scituate

176 Zoning Board of Appeals-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request FY14 Town Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.176.0510.5120.0000.0000	OVERTIME	\$1,054.57	\$900.00	\$218.51	\$1,000.00	\$900.00				
001.176.0510.5130.0000.0000	LONGEVITY	\$0.00	\$300.00	\$0.00	\$462.00	\$462.00				
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	\$19,816.34	\$22,141.00	\$11,922.12	\$23,119.00	\$23,119.00				
001.176.0510.5191.0000.0000	OTHER SALARIES	\$153.80	\$0.00	\$113.96	\$231.00	\$231.00				
SCHEDULE: PERSONAL SERVICES - 0510		\$21,024.71	\$23,341.00	\$12,254.59	\$24,812.00	\$24,712.00				
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	\$239.04	\$100.00	\$0.00	\$100.00	\$100.00				
001.176.0520.5344.0000.0000	POSTAGE	\$965.03	\$1,000.00	\$487.35	\$1,000.00	\$1,000.00				
001.176.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$300.30	\$325.00	\$440.00	\$300.00	\$400.00				
SCHEDULE: PURCHASE OF SERVICES - 0520		\$1,504.37	\$1,425.00	\$927.35	\$1,400.00	\$1,500.00				
001.176.0540.5420.0000.0000	OFFICE SUPPLIES	\$380.41	\$525.00	\$287.02	\$500.00	\$500.00				
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$380.41	\$525.00	\$287.02	\$500.00	\$500.00				
001.176.0900.5200.0000.0000	Zoning Board- PY Encum 520	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
001.176.0900.5400.0000.0000	Zoning Board Prior Year Encu	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
DEPT: ZONING BOARD OF APPEALS - 176		\$22,909.49	\$25,291.00	\$13,468.96	\$26,712.00	\$26,712.00				
Grand Total:		\$22,909.49	\$25,291.00	\$13,468.96	\$26,712.00	\$26,712.00				

End of Report



**TOWN OF SCITUATE**  
**FY 2014 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.

**FY2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

The Town's general liability insurance was rebid early in 2012 and resulted in a change to a new carrier, the Massachusetts Inter-Local Insurance Association (MIIA). MIIA is a Massachusetts Municipal Association subsidiary and it provides insurance exclusive to municipalities. Its programs, coverage and incentives for discounts benefit the overall cost impact as well as potential exposure to liability. Our bid process also helped identify important areas where our coverage should have been higher, particularly related to school bus liability, and the policies were adjusted accordingly. The bid came in at a significant reduction than projected for FY 13. MIIA does not vote renewal rates until March. As our budget is due the beginning of January, this line item is difficult to project. We are advised by MIIA to plan on a 10% increase, however this number can go down once our claims analysis is completed. FY 14 recommendation is \$430,000. FY 13 appropriation was \$495,000 with \$380,000 YTD

**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 \$7,500.

Any insurance renewal is dependent upon two factors: market changes and loss history of the insured. In general, most contractual budgetary amounts from year to year are contingent on losses not exceeding a certain threshold. Our Statement of Values will be reviewed after the first of the year to insure we are up-to-date and reflective of current market values for the 74 lines of insurance we carry. Hurricane Sandy did not impact us severely, save for roof damage at the Scituate Harbor Community Building.

**FY 14 RISKS AND CHALLENGES**

As noted here in previous budgets, the Town had lacked a strong and documented Loss Control Program. MIIA requires Safety Committee meetings and our new Facilities Manager will eventually be involved in this area as he will be intimately familiar with public buildings and their needs. We have already had a few training sessions as well. As building improvements are made or new equipment purchased, it is important that they be properly and timely insured and this process has already improved immeasurably with the new carrier.

Town of Scituate

General Liability Insurance

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.192.0570.5740.0000.0000 LIABILITY/PROPERTY INSU \$424,939.35 \$495,000.00 \$377,236.63 \$495,000.00 \$430,000.00

Column: [FY14DeptRequest]

Budget FTE Position Desc.

Description: LIABILITY/PROPERTY INSURANCE \$495,000.00

Column Total: \$495,000.00

Grand Total: \$424,939.35 \$495,000.00 \$377,236.63 \$495,000.00 \$430,000.00

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: POLICE 210**

**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 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Organize pre computer archived records and materials.

**OBJECTIVES:**

- Follow Secretary of State's record retention schedule to destroy duplicate, expired and unnecessary records.
- Organize retained materials into an efficient and workable system.
- Complete logs and reports by September 15, court records and accident reports by December 15, all others by May 15.

**GOAL:** Work with Town Departments, Boards, Committees and contracted organizations to design and construct a combined Police and Fire Department Public Safety facility.

**OBJECTIVES:**

- Make recommendations based on observations of recently constructed municipal facilities.
- Provide information as necessary.
- Conduct tours of the existing facility to demonstrate need.

**GOAL:** Implement an expanded in house In-Service training program to comply with 40-Hour statutory training requirements and to compensate for the anticipated limited role of the Massachusetts Municipal Police Training Committee.

**OBJECTIVES:**

- With staff select appropriate training material.
- Plan the most cost effective way to accomplish.
- Identify costs and trainer/instructors.

**GOAL:** Continue our effort to address dangerous and illegal July 3rd/4th activity.

Work with Scituate Fire Department, Massachusetts State Police, The Office of the State Fire Marshal, and local law enforcement agencies.

**OBJECTIVES:**

- Reach out and meet with beach associations and community groups no later than April, 2013.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: POLICE 210**

- Make efficient use of patrol resources, and deploy as needed based on prior experience.
- Use media to provide sufficient advance information.
- Build upon accomplishments of the July 3rd/4th, 2012.

**GOAL:** Devise and implement a policy to minimize the risk and dangers associated with pedestrian and vehicular travel into areas affected by coastal storms and ocean-flooding.

**OBJECTIVES:**

- Work with appropriate Town Departments.
- Make use of signage, notification systems, and media.
- Meet with coastal community and beach associations.
- Establish an efficient traffic management plan that can be controlled with a reasonable number of officers.
- Explore the need for additions/amendments to general by-laws or Town traffic regulations.
- Identify permitted and unpermitted media staging areas.

**MAJOR BUDGET COMPONENTS**

The Scituate Police Department consists of 4 Divisions:

- Administration
- Patrol
- Investigations
- Prosecution/Records/Training/Communication

**FY 2014 RISKS AND CHALLENGES**

To provide the best possible service at the most reasonable cost. As in the past significantly increasing costs of materials and services are of concern.

We have been notified by the Massachusetts Municipal Police Training Committee, the agency responsible to provide mandated professional development training, that it is likely they will not have the money to provide training in FY14. This will result in not only the need to establish an in-house in-service training program, but also increased cost to provide the 40-hour training. Departments will now be responsible for planning, coordinating, providing, and tracking all training.

Incidents involving residential and motor vehicle breaking and entry and larceny increased significantly in 2012. Much of this activity is attributable to drug activity. Recently through excellent investigative work by detectives and officers, a number of these cases have been closed with arrests. The Department continues to work hard to address these matters.





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: POLICE 210**

We can't emphasize enough as to the importance of locking and removing valuable property from vehicles, securing homes, and reporting suspicious activity when it is happening.

The level of drug activity in all cities and Towns is a matter of major concern not only for law enforcement but for all citizens, schools, courts, corrections, probation and the medical community to name just a few. Unfortunately there is no simple solution to this complex problem.

There is always a concern that, due to reduced funding, programs that we have a financial and personal investment in will be at risk of elimination.

**DEPARTMENTAL ACCOMPLISHMENTS**

All members of the Department have worked to provide a high level of service to the citizens of Scituate. The Department conducts successful Traffic Enforcement, DARE, Safety and Community Service, Domestic Violence, RAD, and Car Seat Installation programs.

Officers work with community organizations during numerous events including Heritage Days, St. Patrick's Day parade, the Duathlon, a very successful Drug Take Back Day, many road races and holiday activities. In addition, officers work with two Scituate High School students under the School to Career Program.

Officers have worked with other Town Departments and various law enforcement agencies to address matters of mutual concern. The Scituate Fire Department, the Massachusetts State Police, the Office of the State Fire Marshall and this Department worked to develop and implement a plan to deal with dangerous and illegal activity associated with July 3rd/4th. With few exceptions, this July 3rd/4th was one of the safest and most enjoyable in many years. There were fewer arrests and officers observed 95% compliance with bonfire restriction on July 3rd and 100% compliance on July 4th. We intend to build upon these accomplishments during the July 2013 holiday.

The Department was called upon to respond to emergencies caused by Hurricane Sandy and a major northeast storm that followed soon after as well as two major fires in the Humarock section.

Detectives and officers working with local and state agencies have investigated and successfully prosecuted a significant number of drug and criminal cases. Officers from this Department work with eleven other South Shore communities as part of the Old Colony Police Anti-Crime Task Force. Together, from May 2011 until May 2012, these law enforcement agencies made 191 arrests, seized drugs street valued at \$404,189, solved 102 residential and business breaking and entries, recovered \$74,000 worth of stolen property and investigated 25 deaths caused by distribution of heroin in the 12 towns.

As part of a successful program, officers have been assigned as representatives to various community groups in a neighborhood watch type forum.

An officer has been assigned to meet with the Scituate FACTS Coalition.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: POLICE 210**

Officers have attended a number of professional development and specialized training classes. To mention a few, five sergeants have attended a 3-day leadership training course. Two will be attending in the near future. Eleven members of the Department along with school administrators attended "Stopping The School Shooter" training. Four officers completed Field Training Officer training.

Two Humvees and a five-ton truck have been obtained from the Department of the Army under the 1033 Program. These vehicles have been equipped for law enforcement use and have already been most helpful during storm emergencies

Recently installed Town owned gasoline pumps will result in considerable fuel cost savings for the Town while offering accessibility at all times.

Earlier this year, the Town Administrator, after an extensive background and interview process appointed two permanent and five permanent intermittent officers. The permanent officers will fill vacant funded positions and will complete the police academy in February.

Permanent intermittent officers, hired at no cost to the Town to train or equip, fill in for full time officers and are available during emergencies.

The Department continues to upgrade and implement many of our operating policies and procedures.

The Department receives many calls, emails and letters complimentary of the work performed by members of the Scituate Police Department.

Town of Scituate

210 Police-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Dept Requested

Account	Description	FY11 Expended	FY12 Expended	FY13 Approp	FY13 Expend to Date	FY14 Dept Request	FY14 Town Admin Request
---------	-------------	---------------	---------------	-------------	---------------------	-------------------	-------------------------

001.210.0510.5110.0000.0000	REGULAR SALARIES	\$1,883,104.35	\$1,901,226.36	\$2,251,486.00	\$1,150,490.91	\$2,236,893.00	
001.210.0510.5120.0000.0000	OVERTIME	\$394,651.12	\$487,336.70	\$322,000.00	\$340,473.58	\$339,526.00	
001.210.0510.5130.0000.0000	LONGEVITY	\$26,419.66	\$24,650.00	\$27,175.00	\$16,809.93	\$27,200.00	
001.210.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	\$254,380.50	\$290,660.00	\$280,914.00	\$278,237.72	\$284,906.00	
001.210.0510.5150.0000.0000	HOLIDAY PAY	\$75,321.17	\$77,386.90	\$90,877.00	\$52,691.97	\$91,058.00	
001.210.0510.5160.0000.0000	SHIFT DIFFERENTIAL	\$51,436.07	\$56,280.38	\$61,743.00	\$34,140.53	\$78,897.00	
001.210.0510.5170.0000.0000	SPECIAL EMPLOYEE	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$5,000.00	
001.210.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$4,045.76	\$500.00	\$1,300.00	\$0.00	\$1,500.00	
001.210.0510.5180.0000.0000	PART-TIME SALARIES	\$28,011.19	\$25,171.26	\$37,425.00	\$10,837.50	\$37,425.00	
001.210.0510.5190.0000.0000	SEASONAL SALARIES	\$36,018.75	\$23,415.00	\$36,000.00	\$6,315.00	\$36,000.00	
001.210.0510.5191.0000.0000	OTHER SALARIES	\$1,548.29	\$1,168.40	\$1,600.00	\$530.19	\$1,883.00	
SCHEDULE: PERSONAL SERVICES - 0510		\$2,760,936.86	\$2,893,795.00	\$3,116,520.00	\$1,896,527.33	\$3,140,288.00	

001.210.0520.5211.0000.0000	ELECTRICITY	\$120.46	\$149.25	\$125.00	\$90.16	\$100.00	
001.210.0520.5213.0000.0000	NATURAL GAS	\$0.00	\$0.00	\$200.00	\$0.00	\$200.00	
001.210.0520.5231.0000.0000	WATER/SEWER	\$715.50	\$0.00	\$0.00	\$0.00	\$0.00	
001.210.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$16,169.09	\$15,373.93	\$24,080.00	\$2,100.80	\$24,080.00	
001.210.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	\$42,891.07	\$58,098.14	\$42,000.00	\$19,628.27	\$26,650.00	
001.210.0520.5271.0000.0000	RENTALS EQUIP/FACILITIES	\$14,637.77	\$15,732.05	\$11,900.00	\$8,161.07	\$14,490.00	
001.210.0520.5308.0000.0000	TRAINING	\$7,797.38	\$4,532.14	\$12,900.00	\$10,843.87	\$12,900.00	
001.210.0520.5309.0000.0000	TECHNICAL SERVICES	\$0.00	\$0.00	\$0.00	\$12,000.00	\$0.00	
001.210.0520.5311.0000.0000	SUPPORT SERVICES	\$13,237.52	\$14,726.18	\$16,345.00	\$5,739.24	\$16,345.00	
001.210.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

Town of Scituate

210 Police-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Dept Requested

Account	Description	FY11 Expended	FY12 Expended	FY13 Approp	FY13 Expend to Date	FY14 Dept Request	FY14 Town Admin Request
001.210.0520.5344.0000.0000	POSTAGE	\$672.03	\$901.68	\$1,000.00	\$628.10	\$1,000.00	
001.210.0520.5381.0000.0000	LAUNDRY SERVICE	\$11,200.00	\$11,200.00	\$12,400.00	\$11,800.00	\$12,400.00	
001.210.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$4,236.52	\$2,363.10	\$3,700.00	\$1,083.40	\$3,700.00	
001.210.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$5,506.50	\$6,679.45	\$5,800.00	\$1,724.00	\$5,800.00	
SCHEDULE: PURCHASE OF SERVICES - 0520		\$117,183.84	\$129,755.92	\$130,450.00	\$73,798.91	\$117,665.00	
001.210.0540.5420.0000.0000	OFFICE SUPPLIES	\$6,445.70	\$5,967.72	\$6,000.00	\$3,778.06	\$6,000.00	
001.210.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$9,836.76	\$6,592.11	\$10,000.00	\$7,591.10	\$10,775.00	
001.210.0540.5451.0000.0000	CLEANING SUPPLIES	\$723.12	\$600.06	\$2,150.00	\$357.35	\$2,150.00	
001.210.0540.5480.0000.0000	VEHICLE SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$24,500.00	
001.210.0540.5481.0000.0000	FUELS & LUBRICANTS	\$78,942.05	\$76,131.88	\$76,250.00	\$71,753.04	\$76,250.00	
001.210.0540.5500.0000.0000	MEDICAL SUPPLIES	\$125.27	\$230.21	\$750.00	\$23.27	\$1,500.00	
001.210.0540.5580.0000.0000	OTHER SUPPLIES	\$34.99	\$0.00	\$0.00	\$0.00	\$0.00	
001.210.0540.5581.0000.0000	CLOTHING	\$19,427.28	\$17,451.37	\$20,588.00	\$9,868.72	\$20,588.00	
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$115,535.17	\$106,973.35	\$115,738.00	\$93,371.54	\$141,763.00	
001.210.0580.5851.0000.0000	EQUIPMENT	\$98,609.40	\$50,292.07	\$75,000.00	\$36,689.98	\$134,232.00	
SCHEDULE: CAPITAL OUTLAY - 0580		\$98,609.40	\$50,292.07	\$75,000.00	\$36,689.98	\$134,232.00	
001.210.0900.5100.0000.0000	PERSONAL SERVICES	\$0.00	\$200,453.25	\$0.00	\$0.00	\$0.00	
001.210.0900.5200.0000.0000	Police PY Encum 5200	\$0.00	\$0.00	\$568.79	\$260.95	\$0.00	
001.210.0900.5400.0000.0000	Police PY Encum 5400	\$0.00	\$281.28	\$154.58	\$0.00	\$0.00	
001.210.0900.5800.0000.0000	Police PY Encum 5800	\$0.00	\$24,903.00	\$33,489.28	\$33,489.28	\$0.00	
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$0.00	\$225,637.53	\$34,212.65	\$33,750.23	\$0.00	

Town of Scituate

**210 Police-Summary**

Fiscal Year: 2012-2013

Print accounts with zero balance     Round to whole dollars     Account on new page

From Date: 1/1/2013      To Date: 1/31/2013

Definition: FY14 Completed Dept Requested

Account	Description	FY11 Expended	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Request
001.210.0999.5200.0000.0000	BILLS OF PRIOR YEARS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	_____
001.210.0999.5400.0000.0000	Bills of Prior Year STM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	_____
SCHEDULE: BILLS OF PRIOR YEARS - 0999		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	_____
DEPT: POLICE DEPT - 210		\$3,092,265.27	\$3,406,453.87	\$3,471,920.65	\$2,134,137.99	\$3,533,948.00	_____
Grand Total:		\$3,092,265.27	\$3,406,453.87	\$3,471,920.65	\$2,134,137.99	\$3,533,948.00	_____

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: FIRE 220**

**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 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Improve the Collection Rate of Ambulance Charges June, 2014

**OBJECTIVES:**

- Meet with the Treasure Collector on a regular timetable to review unpaid bills.
- Reemphasize to the paramedics the importance of gathering all pertinent, patient billing information when possible.
- Reduce the aging detail list of unpaid bills.
- Continue keeping lines of communication open with Comstar.

**GOAL:** Increase Firefighter Safety January, 2014- Ongoing

**OBJECTIVES:**

- Inspect all firefighter protective gear to insure its integrity.
- Schedule training sessions that emphasize firefighter safety.
- Insure that all tools and equipment are in good repair.
- Emphasize healthy life style leading by example.
- Review all SOGs relating to safe practices.

**GOAL:** Reinforce and Expand the CERT Program December, 2013

- Offer two refresher classes and conduct an exercise for the 60 current CERT members.
- Replenish current CERT member's equipment using funding from a recently awarded State grant.
- Advertise and recruit 15 to 20 interested Scituate residents for the program.
- Conduct a CERT training course involving eight classes and one exercise.

**GOAL:** Expand My Professional Development to Improve Performance June, 2014

**OBJECTIVES:**

- Attend Fire Chiefs of Massachusetts Professional Development Seminar and the International Association of Fire Chiefs Annual Conference attending classes that focus on Leadership, Fireground Tactics and Media Relations. Also allowing me the opportunity to network with fellow chiefs across the country, exchanging ideas and solutions to mutual problems.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: FIRE 220**

- Register for more Senior Fire Officer Forums and training sessions held by the Department of Fire Services.
- Attend Massachusetts Emergency Management Agency's training seminars and their monthly Region 2 meetings to stay current with their new programs, policy changes and grant opportunities.

**GOAL:** Work with Town Officials Concerning the Public Safety Facilities Master Plan June 2014

**OBJECTIVES:**

- Document challenges with current facilities.
- Work with architect addressing public safety needs.
- Solicit input from Fire Department staff and other Chiefs who have recently constructed new facilities to determine building needs.

**MAJOR BUDGET COMPONENTS**

The major services that the Department provides to the Town are fire protection, fire prevention, ALS ambulance and rescue services, Emergency Management, inspections, permitting and water rescue and recovery.

Programs: SAFE, CERT, CPR and first aid classes (in conjunction with the Recreation Department).

91.63% of the FY 2013 Department's budget was spent on Personnel Services, 5.37% on Materials and Supplies, 2.55% on Purchase of Services and .44% on Capital Outlay.

**FY 2014 RISKS AND CHALLENGES**

The Department's # 1 challenge is to sustain sufficient manpower to operate in a safe and effective manner. The past two years we have been forced to decrease the staffing per shift from ten members to nine in January. This year we dropped to nine in December. When operating at nine members we are unable to staff the second ambulance, which generates revenue to the Town, or to staff the ladder truck full time. This impacts our ability to provide the emergency services that we are capable of and should be providing.

There are two budgeted, paramedic, positions that have not been filled due to the financial burden of the lag time between date of hire and the date they are assigned to a shift. This usually takes between six and nine months. Perhaps an outside analysis should be done to determine the number of firefighters required to staff three stations while operating two ambulances full time.

The Department is currently budgeted for \$430,000 for overtime but has spent \$510,000 in FY11 and \$515,000 in FY12. There are numerous factors that drive the overtime numbers up. Contractual time off, e.g. vacation time, personal time, earned leave days, compensation time, bereavement leave, union business leave and sick leave was given generously in past contract negotiations and this time off has become extremely expensive.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: FIRE 220**

There are also various unpredictable events that effect the overtime such as “injured on duty time”, emergency callbacks for fires and extra manning for storm coverage. These numbers do not include the 5.5% increase over the past three years or the EMT stipend rolled into salaries.

The Department recognizes the present fiscal climate, but in the fire services doing less with more raises safety issues for both the public and the firefighters.

**DEPARTMENTAL ACCOMPLISHMENTS**

First and foremost, the department survived the year without serious injury to any of its members.

During the year the Department battled two major fires in Humarock. In both incidents the entire department, despite very adverse conditions, performed admirably. Their actions prevented potential conflagrations in each incident.

Trained and certified four dispatchers and 25 firefighters in Emergency Medical Dispatch to fulfill State mandate requiring all PSAPs in the Commonwealth be certified in EMD by July 1, 2012. The course consisted of a three days of classes and concluded with a final exam.

The SAFE program enjoyed another successful year teaching fire safety to over 1400 students, pre-school through third grade, culminating with the open house during Fire Prevention month in October.

Assisted in developing a Standard Operating Procedure with National Grid which allows the individual communities to have greater input concerning power restoration priorities after storms. The Fire Chiefs Association of Plymouth County and Nation Grid worked together developing this plan for over a year. The plan was tested during Hurricane Sandy and the northeaster the following week with positive reviews. There was also an emphasis on improving National Grids’ communication with the communities, which they adhered to.

Five grants were written, submitted and awarded. They are:

1. Emergency Management Performance Grant for \$4,000 used to purchase three portable generators and a laptop.
2. Emergency Management Performance Grant for \$5,000 to purchase radio equipment that will improve radio reception in the Harbor area and to allow the department to become “Narrow Banding” compliant.
3. Student Awareness of Fire Education (SAFE) Grant for \$5,265 to purchase teaching materials, supplies and equipment. The grant also compensates the instructors for their time.
4. Citizens Emergency Response Team (CERT) Grant for \$4,900. This grand will allow the department to run another class. The money will be used to purchase teaching materials, supplies and equipment. The grant also compensates the instructors for their time.





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: FIRE 220**

5. State 911 Department Grant for \$19,000 was used to reimburse the department for the training overtime expended certifying 29 members in Emergency Medical Dispatch.

DESCRIPTION	FY/11	FY/12	FY/13	FY/14	Comments
OF REVENUE			YTD	Projected	
Permit Fees	\$21,411	\$24,322	\$8,990	\$ 16,500	
3-Town Ambulance	\$4,500	\$4,500	\$4,500	\$0	Discontinued
Ambulance Revenues	\$755,959	\$842,281	\$387,763	\$800,000	
Assistance to Firefighters Grant	\$25,650	\$11,500	waiting		FEMA
SAFE Grant	\$4,700	\$5,415	\$5,265		State
CERT Grant			\$4,900		State
Fire Equipment Grant	\$7,792	\$7,600	waiting		State
State 911 Dept. Grant			\$19,000		State
Donations	\$3,570	\$285	\$0		

Town of Scituate

Budget 220 Fire Department

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.220.0510.5110.0000.0000	REGULAR SALARIES	\$2,782,720.44	\$2,828,883.00	\$1,651,511.31	\$3,154,242.00	\$3,154,242.00		
001.220.0510.5120.0000.0000	OVERTIME	\$560,830.17	\$445,000.00	\$424,312.65	\$519,872.00	\$520,726.00		
001.220.0510.5121.0000.0000	OVERTIME-TRAINING	\$86,138.02	\$57,500.00	\$21,654.03	\$60,720.00	\$60,000.00		
001.220.0510.5130.0000.0000	LONGEVITY	\$30,427.00	\$33,062.00	\$20,530.50	\$33,350.00	\$33,350.00		
001.220.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	\$25,584.00	\$24,452.00	\$24,279.00	\$20,120.00	\$20,120.00		
001.220.0510.5150.0000.0000	HOLIDAY PAY	\$114,058.70	\$113,375.00	\$78,887.10	\$131,154.00	\$131,154.00		
001.220.0510.5160.0000.0000	SHIFT DIFFERENTIAL	\$3,346.22	\$3,000.00	\$2,186.34	\$3,700.00	\$3,700.00		
001.220.0510.5170.0000.0000	SPECIAL EMPLOYEES	\$246,969.78	\$259,336.00	\$0.00	\$0.00	\$0.00		
001.220.0510.5171.0000.0000	S.A.F.E. Program	\$1,417.10	\$5,000.00	\$7,401.62	\$5,000.00	\$5,000.00		
001.220.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$1,200.00	\$12,000.00	\$900.00	\$12,000.00	\$0.00		
001.220.0510.5173.0000.0000	EMERGENCY MANAGEMENT	\$158.40	\$2,750.00	\$1,760.22	\$2,750.00	\$2,750.00		
001.220.0510.5180.0000.0000	PART-TIME SALARIES	\$16,507.00	\$16,000.00	\$4,224.50	\$17,000.00	\$16,500.00		
001.220.0510.5191.0000.0000	OTHER SALARIES	\$422.93	\$8,424.00	\$1,436.64	\$8,424.00	\$8,424.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$3,869,779.76	\$3,808,782.00	\$2,239,083.91	\$3,968,332.00	\$3,955,966.00		
001.220.0520.5211.0000.0000	ELECTRICITY	\$21,299.06	\$18,000.00	\$7,397.64	\$18,000.00	\$18,000.00		
001.220.0520.5213.0000.0000	NATURAL GAS	\$7,574.58	\$12,000.00	\$1,571.41	\$12,000.00	\$10,000.00		
001.220.0520.5231.0000.0000	WATER/SEWER	\$135.58	\$0.00	\$0.00	\$0.00	\$0.00		
001.220.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$17,111.23	\$21,000.00	\$10,198.62	\$21,000.00	\$20,000.00		
001.220.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUI	\$8,806.11	\$20,000.00	\$11,970.32	\$21,500.00	\$21,000.00		
001.220.0520.5245.0000.0000	VEHICLE SERVICE	\$681.67	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00		
001.220.0520.5309.0000.0000	TECHNICAL SERVICES	\$2,582.00	\$3,000.00	\$2,120.00	\$3,000.00	\$2,500.00		
001.220.0520.5311.0000.0000	SUPPORT SERVICES	\$24,171.46	\$19,400.00	\$14,475.00	\$19,400.00	\$19,400.00		
001.220.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$1,086.15	\$1,600.00	\$1,145.60	\$4,000.00	\$1,600.00		

Town of Scituate

Budget 220 Fire Department

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.220.0520.5343.0000.0000	BINDING & PRINTING	\$502.05	\$800.00	\$60.00	\$800.00	\$600.00		
001.220.0520.5344.0000.0000	POSTAGE	\$310.17	\$550.00	\$180.00	\$550.00	\$500.00		
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 & SL	\$1,262.76	\$1,000.00	\$590.00	\$1,300.00	\$1,300.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$85,522.82	\$98,850.00	\$51,208.59	\$103,050.00	\$96,400.00		

001.220.0540.5420.0000.0000	OFFICE SUPPLIES	\$2,128.52	\$2,000.00	\$2,062.49	\$2,000.00	\$2,000.00		
001.220.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$845.96	\$4,800.00	\$116.82	\$4,800.00	\$4,800.00		
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	\$2,057.01	\$4,000.00	\$2,953.96	\$4,000.00	\$3,200.00		
001.220.0540.5431.0000.0000	EQUIPMENT PARTS	\$64,599.83	\$70,000.00	\$27,758.97	\$70,000.00	\$65,000.00		
001.220.0540.5451.0000.0000	CLEANING SUPPLIES	\$5,374.65	\$6,000.00	\$3,820.70	\$6,500.00	\$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	\$45,587.78	\$42,000.00	\$28,624.32	\$45,500.00	\$45,500.00		
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	\$24,405.14	\$20,000.00	\$12,778.13	\$28,000.00	\$26,000.00		
001.220.0540.5581.0000.0000	CLOTHING	\$51,977.00	\$62,500.00	\$40,954.90	\$62,500.00	\$62,500.00		
001.220.0540.5702.0000.0000	EMERGENCY MANAGEMEN	\$0.00	\$2,000.00	\$0.00	\$2,000.00	\$750.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$196,975.89	\$213,300.00	\$119,070.29	\$225,300.00	\$215,750.00		

001.220.0580.5851.0000.0000	EQUIPMENT	\$599.10	\$14,500.00	\$0.00	\$14,500.00	\$5,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$599.10	\$14,500.00	\$0.00	\$14,500.00	\$5,000.00		
Grand Total:		\$4,152,877.57	\$4,135,432.00	\$2,409,362.79	\$4,311,182.00	\$4,273,116.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 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 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Prepare for anticipated significant increase in demands for services from two large C40b developments coming on line in FY/14.

**OBJECTIVES:**

1. Monitor any increase in workload as a result of C40b construction and impact on staff. (FY14)
2. Explore different permit software options, including upgrading existing program to provide more automated functions to ease data entry burden on office staff. (FY13)

**GOAL:** Provide opportunities for Senior volunteers and Student interns to offset workload demands and maintain current level of excellent customer service.

**OBJECTIVES:**

1. Coordinate with SHS to advise them of opportunities for student interns and community service opportunities. (FY 14)
2. Provide work opportunities and in-office training for Senior volunteer program participants to ease workload on staff. (FY 14)

**GOAL:** Implement regular updating of Assessor's database into permitting software to facilitate on-line permitting by contractors.

**OBJECTIVES:**

1. Facilitate online permitting for projects that don't require submission and review of architectural plans such as roofing, siding, demolition, temporary storage containers etc. (FY 14)
2. Update addresses for new developments and new parcels not yet in Assessor's database to facilitate on-line permitting for plumbing, gas and wiring contractors.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: INSPECTIONS 241**

**GOAL:** Provide professional technical assistance to coastal residents.

**OBJECTIVES:**

1. Assist repetitive loss property owners who reconstructed after 1978 and 1991 storms with new FEMA requirement to document compliance with codes in effect at that time. (FY 13/14)
2. Provide flood plain location verification certificates to homeowners. (FY 13/14)
3. Assist with FEMA flood mitigation elevation program and CRS program. (FY 14)
4. Provide office staff with Flood Plain training opportunities to include disaster response. (FY 14)

**GOAL:** Digitize FEMA maps and overlay over existing searchable Pictometry GIS software

**OBJECTIVES:**

Work with Planning Board, IT and Town Administrator to discuss what is required. (FY 13/14)

Meet with software provider to explain Inspection's Department needs. (FY 13/14)

Implement and train staff in application.

**MAJOR BUDGET COMPONENTS**

It is the responsibility of the Inspections Department to review all submitted permit applications and plans for 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, State Building Code regulations FEMA regulations and zoning regulations.

This year, the Inspections Department is requesting a 19 hour clerk without benefits to assist with the current and anticipated increase in new construction in FY 14. Clerks are paid at the grade A-6 starting rate of \$17.92/hr, which is \$18,031.00 per annum (includes 1.45% FICA). The current increase in the Inspection's Department workload is due to a FY 13 spike in building permit activity, which is reflected in our YTD revenues of \$279,920.00 when compared with revenues of \$123,382.00 during the same period last year. Although this amount includes an \$80,000.00 fee for the landfill solar array, when backed out, the Inspections



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: INSPECTIONS 241**

Department is still more than 60% ahead of where it was at this time last year. The Inspections Department is utilizing the services of two senior volunteers each entering permit data several hours a week just to keep up with current demand. The Building Commissioner also pitches in when necessary. The anticipated increase in workload resulting from the two C40b developments with over 100 residential units combined are expected to begin construction in the Spring of 2013, which will overwhelm staff.

Due to the pending C40b developments, the Inspections Department is also requesting that an additional \$8,000.00 be added to the part-time inspectional services salaries line. Typically, this type of development is phased over a two year period and it is anticipated that 50 to 60 units will be constructed in FY 14. The two projects will generate a total of approximately \$150,000.00 in permitting fees depending on the square footage of the units, which will more than fund the requested increases.

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

**FY 14 RISKS AND CHALLENGES**

On July 17, 2012, the Town adopted new FEMA floodplain maps. Although assured in writing by FEMA that there had been no changes in Scituate's base flood elevations, the department was soon inundated by scores of homeowners who had been informed by FEMA that they are now in the Federal floodplain. According to FEMA officials, although there were no changes in the base flood elevation contours, the flood contour lines on the FIRM maps were more accurate and thus more properties are now in the floodplain. For each of these homeowners, we provide a written floodplain determination, fill out a form provided by their Insurance carrier and advise them on how to obtain a LOMA (letter of map amendment) from FEMA, if we determine they are not in a floodplain. This has created a significant increase in our workload at a time when building permit activity is also increasing significantly.

During this same period, FEMA has initiated a policy requiring insurers providing National Flood Insurance coverage to repetitive loss properties to re-write affected homeowner's existing policies. There are over 500 repetitive loss properties in the Federal floodplain in Scituate. In a growing number of cases, homeowners of dwellings reconstructed after the Blizzard of 1978 have been informed that they will be charged actuary rates of up to \$62,000.00 per year unless they can demonstrate that their homes were reconstructed in accordance with local, state and federal regulations in effect at the time of reconstruction. FEMA is requiring these homeowners to obtain a letter from the local building official certifying that their dwellings were reconstructed in compliance with applicable regulations. As you can imagine, certifying compliance with regulations for reconstructions that occurred almost 35 years ago following the "Blizzard of 1978" is a daunting and time consuming task. Each request consumes at least 3 or 4 hours of time. Although the new FEMA policy is creating a strain on our limited resources, we are committed to providing this service to distressed homeowners faced with the potential loss of their flood insurance and perhaps their homes if they cannot meet their mortgage commitment to maintain flood insurance.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: INSPECTIONS 241**

Perhaps the greatest challenge to the Inspection's department in FY 14 will come from the workload which will be created by the anticipated permitting of over 100 residential units in two C40b developments. The developers of these two projects are actively seeking permits and are poised to begin construction in the Spring of 2013. To that end, additional Inspectional services funding and staffing in FY 14 has been requested.

The Building Commissioner on a daily basis makes decisions involving land use. Many of these decisions are challenging requiring a complex analysis of proposals for the development of both developed and undeveloped properties. It is vitally important that a thorough, knowledge based examination be conducted and correct answers provided to minimize the Town's liability and avoid potential litigation costs.

**DEPARTMENTAL ACCOMPLISHMENTS**

1. In the past year, we have reached out to the Scituate High School career's internship program and to the Senior tax abatement program. Currently, we have a Scituate High School intern working with us several hours a week and two Seniors who are of great assistance in helping us keep ahead of our ever increasing workload. It is very gratifying to be able to provide this opportunity to these very deserving individuals.
2. Successfully completed requirements of CRS program, which provides a 10% discount to homeowners with Flood Insurance, by participating in community outreach efforts and providing elevation certificates and other required data to CRS Coordinator. We continue to work with the Town Planner and Conservation Commission to mitigate coastal storm damage by elevating susceptible structures with FEMA grant money.
3. Assisted numerous homeowners, as described in preceding "Risks and Challenges" section, to resolve National Flood Insurance issues involving their property in the Federal floodplain saving them thousands of dollars a year in Flood Insurance premiums.
4. Issued 773 building permits, 844 plumbing and gas permits and 664 electrical permits during the period January 1, 2012 to date. The Inspections Department conducted nearly 4000 safety inspections during this period.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: INSPECTIONS 241**

<b>DESCRIPTION OF REVENUE</b>	<b>Year To Date</b>				<b>PROJECTED</b>
	<b>FY/11</b>	<b>FY/12</b>	<b>FY/12*</b>	<b>FY/13</b>	<b>FY/14</b>
Certificate of Inspections	\$1,015.00	\$520.00	\$400.00	\$720.00	\$1,000.00
Building Permits	\$280,805.00	\$255,425.00	\$89,047.00	\$234,755.00	\$350,000.00
Gas & Plumbing Permits	\$36,422.00	\$38,355.00	\$16,225.00	\$21,615.00	\$40,000.00
Sealer of W&M	\$2,925.00	\$4,445.00	\$2,205.00	\$2,940.00	\$4,000.00
Wire Permits	\$30,213.0.00	\$36,973.00	\$15,025.00	\$18,620.00	\$40,000.00
Certificate of Occupancy	<u>\$1,979.00</u>	<u>\$1,290.00</u>	<u>\$480.00</u>	<u>\$1,270.00</u>	<u>\$2,000.00</u>
Total:	\$353,359.00	\$337,008.00	\$123,382.00	\$279,920.00	<u>\$437,000.00</u>

*\*As of December 31, 2011 of FY12 for comparison purposes to Revenues as of December 31, 2012 FY13*



Town of Scituate

241 Inspections-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.241.0510.5110.0000.0000	REGULAR SALARIES	\$106,845.39	\$117,953.00	\$61,198.84	\$119,737.00	\$119,883.00		
001.241.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.241.0510.5130.0000.0000	LONGEVITY	\$1,700.00	\$1,400.00	\$1,150.00	\$2,088.00	\$2,088.00		
001.241.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$500.00	\$500.00		
001.241.0510.5180.0000.0000	PART-TIME SALARIES	\$77,749.25	\$84,000.00	\$41,854.68	\$110,855.00	\$92,824.00		
001.241.0510.5191.0000.0000	OTHER SALARIES	\$1,066.17	\$1,365.00	\$569.30	\$1,392.00	\$1,394.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$187,360.81	\$204,718.00	\$104,772.82	\$234,572.00	\$216,689.00		
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 PROPEQUI	\$13.00	\$850.00	\$180.63	\$850.00	\$850.00		
001.241.0520.5308.0000.0000	TRAINING	\$0.00	\$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	\$1,309.04	\$1,850.00	\$1,020.35	\$1,850.00	\$1,850.00		
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	\$187.17	\$275.00	\$59.70	\$275.00	\$275.00		
001.241.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$5,557.20	\$6,600.00	\$2,570.40	\$6,600.00	\$6,100.00		
001.241.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$715.00	\$475.00	\$125.00	\$475.00	\$475.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$7,781.41	\$10,050.00	\$3,956.08	\$10,050.00	\$9,550.00		
001.241.0540.5420.0000.0000	OFFICE SUPPLIES	\$323.40	\$600.00	\$0.00	\$600.00	\$600.00		
001.241.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$711.09	\$1,200.00	\$442.70	\$1,200.00	\$800.00		
001.241.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$220.00	\$0.00	\$220.00	\$220.00		
001.241.0540.5481.0000.0000	FUELS & LUBRICANTS	\$1,140.48	\$800.00	\$969.13	\$1,500.00	\$1,500.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$2,174.97	\$2,820.00	\$1,411.83	\$3,520.00	\$3,120.00		

Town of Scituate

**241 Inspections-Summary**

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request FY14 Town Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.241.0900.5200.0000.0000	Inspections PV Encum 5200	\$0.00	\$217.45	\$217.45	\$0.00	\$0.00	\$0.00		
001.241.0900.5400.0000.0000	Inspections PY Encum 5400	\$124.25	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$124.25	\$217.45	\$217.45	\$0.00	\$0.00	\$0.00		
DEPT: INSPECTIONS - 241		\$197,441.44	\$217,805.45	\$110,358.18	\$248,142.00	\$229,359.00			
Grand Total:		\$197,441.44	\$217,805.45	\$110,358.18	\$248,142.00	\$229,359.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: SHELLFISH 295**

MISSION STATEMENT

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

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** To monitor the town's existing shellfish resources and to ensure harvesting in accordance with state and local regulations.

**GOAL:** To work with Marshfield and the State Division of Marine Fisheries to accumulate data to expand the shell fishing season in the North and South Rivers.

**GOAL:** To work with the Harbormaster to monitor shellfish areas.

**MAJOR BUDGET COMPONENTS**

Monitor the shellfish habitats.

Notify the public of closures

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

**FY 2014 RISKS AND CHALLENGES**

Operating with a 1970 13' Boston Whaler – eventually will need replacement

**DEPARTMENTAL 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 & South Rivers.

Updated Shellfish regulations.

Town of Scituate

Budget 295 Shellfish

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended to Date

FY14 Dept Request

FY14 Town Admin Recomm

FY14 Board of Selectman

FY14 Advisory Committee

001.295.0510.5180.0000.0000	PART-TIME SALARIES	\$10,233.72	\$10,234.00	\$5,116.86	\$10,234.00	\$10,500.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$10,233.72	\$10,234.00	\$5,116.86	\$10,234.00	\$10,500.00		
001.295.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	\$200.00	\$200.00	\$0.00	\$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	\$424.00	\$425.00	\$128.00	\$425.00	\$425.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$699.00	\$705.00	\$128.00	\$705.00	\$705.00		
001.295.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$89.26	\$100.00	\$0.00	\$100.00	\$100.00		
001.295.0540.5481.0000.0000	FUELS & LUBRICANTS	\$219.50	\$300.00	\$116.52	\$300.00	\$300.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$308.76	\$400.00	\$116.52	\$400.00	\$400.00		
001.295.0580.5851.0000.0000	EQUIPMENT	\$0.00	\$450.00	\$0.00	\$450.00	\$450.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$0.00	\$450.00	\$0.00	\$450.00	\$450.00		
Grand Total:		\$11,241.48	\$11,789.00	\$5,361.38	\$11,789.00	\$12,055.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: DEPARTMENT OF PUBLIC WORKS 400**

**MISSION STATEMENT**

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

- 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 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Improve the quality of the public streets in Scituate to better serve the residents and reduce ongoing costs.

**OBJECTIVES:**

Implement the Roadwork Management Plan (7/13)

Complete improvements to all newly accepted streets and implement betterments (11/13)

Implement Private Way Repair Program (funded by betterments) (8/13)

**GOAL:** Improve the appeal and availability of municipal water

**OBJECTIVES:**

Continue strategy to reduce reliance upon surface water (well 17 filtration funded 6/14)

Rebuild or eliminate 24 miles of pre-1935 cast iron lines (3 miles by 1/14)

Implement improved pipe cleaning techniques (4/14)



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: DEPARTMENT OF PUBLIC WORKS 400**

**GOAL:** Create more sewer capacity to enable expansion of service to residents

**OBJECTIVES:**

Implement "Sump Pump Fee" program (7/13)

Complete current load of I&I work and determine next steps (3/14)

Complete analysis of sewer capacity and obtain approval for a revised Sewer Expansion Program (4/14)

**GOAL:** Improve the safety of targeted intersections

**OBJECTIVES:**

Install roundabouts at Country Way/First Parish and Lawson/Beaver Dam/Branch (6/14)

Implement improvements at 3 targeted intersections (11/13)

**GOAL:** Make a significant impact upon the Town's energy costs

**OBJECTIVES:**

Implement the solar array (7/13)

Complete streetlight audit and implement changes (1/14)

**GOAL:** Improve the safety and attractiveness of our roadways

**OBJECTIVES:**

Eliminate 20 "double utility poles" (6/14)

Eliminate 250 obsolete or redundant roadway signs 9/12/13)

Implement Federal "Retroreflectivity" requirements for signage on rebuilt streets (10/13)

**GOAL:** Implement quarterly employee safety training (4/13)



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: DEPARTMENT OF PUBLIC WORKS 400**

**MAJOR BUDGET COMPONENTS**

The two largest components of the \$11.2 million dollar DPW budget are debt service (\$3 million) and personnel costs (\$2.9 million). The remaining \$5.3 million of the spending is for chemicals, roadwork supplies, landscaping materials, waste disposal, fuel, utilities, equipment maintenance, and snowplow contractors. (Details are provided in individual budgets.)

<b><u>Department</u></b>	<b><u>Budget</u></b>	<b><u>Families Served</u></b>	<b><u>Cost per Family per Year</u></b>
Sewer	\$3,531k	2,700	\$1,300
Water	\$2,793k	8,000	\$349
Highway & Grounds	\$1,718k	8,000	\$215
Transfer Station	\$1,300k	5,000	\$260
Engineering	\$ 690k	8,000	\$86
Snow & Ice Removal	\$ 490k	8,000	\$62
Streetlights	\$ 190k	8,000	\$23
Administration	\$ 139k	8,000	\$18

**FY 14 RISKS AND CHALLENGES**

We are facing a challenging construction and engineering load in calendar years 2013 and 2014 (roadwork, sewer I&I, water mains, seawalls, ESCO, plus support of projects funded by other Departments and Boards.)

Unfunded mandates by state and federal agencies are increasing demands on staff and funds.

**DEPARTMENTAL ACCOMPLISHMENTS**

Dollars

- Beat all budgets and returned free-cash to the Town and to all three Enterprises at the end of FY12.
- Installed wind turbine and brought it on-line in late March 2012.

Ways & Grounds

- Obtained funding for and rebuilt Hollett, Beaver Dam, First Parish, Stockbridge, and Mordecai Lincoln.
- Built sidewalks along Hollett, Gannett, and Stockbridge Road.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: DEPARTMENT OF PUBLIC WORKS 400**

- Revitalized the Street Acceptance process. Nine private ways accepted as public streets. Used internal resources to engineer upgrading two streets in 2012. Ready to implement on remaining ways.
- Developed and implemented the Private Way Maintenance Program.

Waste Water

- Managed construction of the sewer expansion to 310 homes in the Musquashcut basin.
- Implemented the 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! Fixing one lateral leak means increased capacity for 2-3 homes.)
- Implemented updated Sewer Rules and Regulations.

Potable Water

- Moved further toward eliminating the Brown Water problem: Accelerated unidirectional flushing, backflow testing, and gate exercising; replaced nearly three miles of water pipe; confirmed positive impact of irrigation restrictions, and avoided broad scale water bans in summers of 2011 and 2012!
- Increased percentage of ground water usage by rebuilding Wells 10 and 11.

Environment

- Maintained the environmental quality and human safety of Musquashcut Pond.
- Improved environmental health of First Herring Brook. The Gulf of Maine Council and the NSRWA awarded recognition to the Department for this work.
- Improved Scituate recycle rate to 55%.

Public Facilities

- Managed Pier 44 as the new Scituate Harbor Community Center.
- Implemented workspace improvements at Town Hall.
- Implemented new archive system and cleaned up Town Hall storage areas.
- Helped implement the Facilities Manager concept in Scituate.



Town of Scituate

Budget 421 DPW Administration-Summ

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request FY14 Town Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.421.0510.5110.0000.0000	REGULAR SALARIES	\$119,609.95	\$200,712.00	\$99,932.81	\$132,404.00	\$132,404.00			
001.421.0510.5130.0000.0000	LONGEVITY	\$0.00	\$425.00	\$0.00	\$1,225.00	\$1,225.00			
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	\$2,635.67	\$212.00	\$1,513.34	\$1,324.00	\$1,324.00			
SCHEDULE: PERSONAL SERVICES - 0510		\$122,245.62	\$201,349.00	\$101,446.15	\$134,953.00	\$134,953.00			
001.421.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$750.00	\$0.00	\$750.00	\$250.00			
001.421.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUI	\$450.00	\$300.00	\$423.00	\$300.00	\$500.00			
001.421.0520.5271.0000.0000	RENTALS EQUIP/FACILITIES	\$159.58	\$1,400.00	\$78.90	\$1,400.00	\$500.00			
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	\$199.00	\$200.00	\$56.00	\$200.00	\$200.00			
001.421.0520.5343.0000.0000	BINDING & PRINTING	\$206.14	\$300.00	\$86.00	\$300.00	\$300.00			
001.421.0520.5344.0000.0000	POSTAGE	\$180.52	\$600.00	\$0.00	\$600.00	\$600.00			
001.421.0520.5346.0000.0000	LEGAL ADVERTISING	\$813.31	\$600.00	\$0.00	\$600.00	\$600.00			
001.421.0520.5731.0000.0000	PROFESSIONAL DUES & SUBS	\$150.00	\$0.00	\$0.00	\$0.00	\$150.00			
SCHEDULE: PURCHASE OF SERVICES - 0520		\$2,158.55	\$4,150.00	\$643.90	\$4,150.00	\$3,100.00			
001.421.0540.5420.0000.0000	OFFICE SUPPLIES	\$627.34	\$600.00	\$237.71	\$600.00	\$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	\$0.00	\$0.00	\$0.00	\$0.00			
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$627.34	\$900.00	\$237.71	\$900.00	\$900.00			

Town of Scituate

Budget 421 DPW Administration-Summ

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended to Date

FY14 Dept Request

FY14 Admin Recomm

FY14 Board of Selectman

FY14 Advisory Committee

001,421,0580,5853,0000,0000	OFFICE EQUIP	\$4,094.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$4,094.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
Grand Total:		\$129,125.51	\$206,399.00	\$102,327.76	\$140,003.00	\$138,953.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: FACILITIES MANAGEMENT 410**

**MISSION STATEMENT**

Provide efficient and cost effective management and programs; to appropriately manage all building operations, repairs, utilities, capital improvements and energy management at 55 municipal buildings.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Establish Scituate Harbor Community Building (SHCB), as a fully functioning community center, complete with rental opportunities to outside user groups

**OBJECTIVES:**

- Identify infrastructure and building improvement needed to support a fully functional center. (Fall/Winter 2012)
- Research existing, policies, users and rental agreements from other communities. (Winter, 2013)
- Identify user groups and establish rental agreements. (Spring 2013)
- Put building fully on-line. (May).

**GOAL:** Develop an on-line “work request system” for town-wide facilities request

**OBJECTIVES:**

- Work with IT to develop budget request; to purchase program/software ( (Fall 2012)
- Create work request program, policy and procedures ( Spring 2013)
- Implement program ( Summer 2013)

**GOAL:** Centralize Service Contracts in various municipal buildings

**OBJECTIVES:**

- Identify need by trade and by whom is currently providing the service. (Winter 2013)
- Determine if Contracts should be Department specific or globally across town? (Winter 2013)
- Prioritize order in which to implement by determining Safety, cost savings and currently “non-existing” factors. (Winter / Spring 2013)



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: FACILITIES MANAGEMENT 410**

- Write RFP's for Contracts (Spring /Summer 2013)

**GOAL:** Implement ESCO initiatives in the appropriate Town Buildings

**OBJECTIVES:**

- Sign contract with Ameresco (Winter 2013)
- Identify and prioritize which measures to be implemented. (Fall /Winter 2012/13)
- Commence work (Winter 2013 till completion 2014/15)
- Provide Ameresco with additional building and issues which need to be audited (Through 2014)

**FY 2014 RISKS AND CHALLENGES**

- Identifying cost centers and budget history.
- Evaluate the potential to establishing a mutual, efficient and cost-effective working relationship with the School Department. In order to manage their Facilities
- Identify and re-prioritize outstanding building needs.
- Develop the appropriate staffing model to form a Facilities Department; which is responsible for all Town Buildings.

**DEPARTMENTAL ACCOMPLISHMENTS**

Since arriving in August the new Facilities position appears to have made a positive impact for town buildings and Departments. Some of this can be attributed to the fact of a new position and people are getting more attention and things are getting accomplished for different department and user groups. As more knowledge and experience of process, departments, and buildings are realized; I feel an even more positive impact will be accomplished.

Town of Scituate

410 Facilities Detail

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request FY14 Town Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.410.0510.5110.0000.0000	REGULAR SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$162,293.00	\$163,254.00			
001.410.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$2,700.00	\$2,700.00			
001.410.0510.5130.0000.0000	LONGEVITY	\$0.00	\$0.00	\$0.00	\$0.00	\$1,600.00	\$1,600.00			
001.410.0510.5191.0000.0000	OTHER SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$2,868.00	\$2,868.00			
SCHEDULE: PERSONAL SERVICES - 0510		\$0.00	\$0.00	\$0.00	\$0.00	\$169,461.00	\$170,422.00			
001.410.0520.5211.0000.0000	ELECTRICITY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
001.410.0520.5211.0008.0000	ELECTRICITY - TH COMPLE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$43,000.00			
001.410.0520.5211.0009.0000	ELECTRICITY - HARBOR CC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,400.00			
001.410.0520.5213.0000.0000	NATURAL GAS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
001.410.0520.5213.0008.0000	NATURAL GAS - TH COMPLI	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$29,000.00			
001.410.0520.5213.0009.0000	NATURAL GAS - HARBOR C	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,500.00			
001.410.0520.5231.0000.0000	WATER/SEWER	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
001.410.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00			
001.410.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$11,500.00			
001.410.0520.5245.0000.0000	VEHICLE SERVICE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00			
001.410.0520.5271.0000.0000	RENTALS EQUIP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
001.410.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
001.410.0520.5309.0000.0000	TECHNICAL SERVICES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,500.00			
001.410.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00			
001.410.0520.5343.0000.0000	BONDING/PRINTING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00			
001.410.0520.5344.0000.0000	POSTAGE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00			

Town of Scituate

410 Facilities Detail

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
001.410.0520.5346.0000.0000	LEGAL ADVERTISING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0520.5481.0000.0000	FUELS & LUBRICANTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0520.5731.0000.0000	PROFESSIONAL DUES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$0.00	\$0.00	\$0.00	\$0.00	\$104,000.00		
001.410.0540.5420.0000.0000	OFFICE SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0540.5430.0000.0000	BUILDING SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0540.5431.0000.0000	EQUIPMENT PARTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0540.5451.0000.0000	CLEANING SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0540.5451.0008.0000	CLEANING SUPPLIES - TH C	\$0.00	\$0.00	\$0.00	\$0.00	\$5,500.00		
001.410.0540.5480.0000.0000	VEHICLE SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0540.5481.0000.0000	FUELS & LUBRICANTS	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00		
001.410.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0540.5581.0000.0000	CLOTHING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$0.00	\$0.00	\$0.00	\$0.00	\$6,500.00		
001.410.0580.5851.0000.0000	EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0580.5853.0000.0000	OFFICE EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0580.5854.0000.0000	FURNISHING/EQUIPMENT F	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.410.0580.5855.0000.0000	PUBLIC BUILDINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00		
DEPT: FACILITIES MANAGEMENT - 410		\$0.00	\$0.00	\$0.00	\$169,461.00	\$380,922.00		
FUND: GENERAL FUND - 001		\$0.00	\$0.00	\$0.00	\$169,461.00	\$380,922.00		

Town of Scituate

---

**410 Facilities Detail**

Fiscal Year: 2012-2013

From Date: 1/1/2013

To Date: 1/31/2013

Print accounts with zero balance  
 Definition: FY14 Completed Budget

Round to whole dollars

Account on new page

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
Grand Total:		\$0.00	\$0.00	\$0.00	\$169,461.00	\$380,922.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: ENGINEERING 411**

**MISSION STATEMENT**

The Department manages and provides oversight of all municipal infrastructure construction projects while ensuring compliance to Massachusetts General Laws. The Department provides consulting services to all Town Departments, Boards and Commissions.

**DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Update Town's benchmark inventory. Many of the Town's benchmarks have been destroyed. (Benchmarks are registered locations in Town with exact elevations and locations recorded. They are used by surveyors as reference points.) (6/14)

**GOAL:** Develop a program to monitor the drainage system to comply with the unfunded federal "Municipal Separate Storm Sewer System" (MS4). (1/14)

**GOAL:** Develop an electronic archive system to save old data and plan records electronically. (6/14)

**GOAL:** Water Lines: Update system map. (4/14) and replace the water line that goes around the Cedar Point Area using in-house engineering for design. (6/14)

**GOAL:** Sewer: Complete Musquashcut Pond project and initiate betterment. (7/13)

**GOAL:** Seawall: Repair breached section of Oceanside/Turner seawall (7/13). Upgrade seawall at Lighthouse Point (10/13). Initiate maintenance plan for 2nd and 3rd cliff area. (3/14)

**GOAL:** Street Acceptance: complete upgrades on newly accepted streets. (11/13)

**MAJOR BUDGET COMPONENTS**

Seawall & Road spending	\$ 400,000	56%
Personnel	\$ 247,000	34%
Technical Services	\$ 25,000	4%
Other	\$ 42,000	





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: ENGINEERING 411**

**RISKS AND CHALLENGES**

The significant project load challenges the abilities of the limited staff in managing construction. (seawall rebuilds, drainage improvements, sewer and water projects, CPA projects, upgrading newly accepted streets, etc.

MS4 program is an unfunded mandate now requiring outflow testing.

Ability to obtain funding through grants and other means for infrastructure upgrades.

**DEPARTMENTAL ACCOMPLISHMENTS**

Successful oversight of Street Acceptance work for Blossom and Beachtree Farm Road.

Completed the sidewalk improvements on Stockbridge Road.

Improved DPW Compliance with MGL 30b and 149 with State MCPPO Certification.

Made a step-change in pace and methodology in doing sewer collection system "Inflow and Infiltration" (I&I) improvements.

Managed expansion of sewer system to 310 new families in Musquashcut Pond area.

Improved storm fighting techniques and equipment (salt brine, belly blade, number of employees and vehicles participating, pre-treatment, etc.)

Organized a very successful "DPW Big Rig" for kids and families.

Town of Scituate

Budget 411 Engineering-Summ.

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.411.0510.5110.0000.0000	REGULAR SALARIES	\$231,030.61	\$240,249.00	\$127,884.77	\$244,843.00	\$244,843.00		
001.411.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.411.0510.5130.0000.0000	LONGEVITY	\$850.00	\$425.00	\$850.00	\$425.00	\$425.00		
001.411.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.411.0510.5191.0000.0000	OTHER SALARIES	\$1,094.18	\$2,402.00	\$576.70	\$2,449.00	\$2,449.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$232,974.79	\$243,076.00	\$129,311.47	\$247,717.00	\$247,717.00		
001.411.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$395.00	\$750.00	\$0.00	\$750.00	\$575.00		
001.411.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUI	\$739.91	\$1,013.00	\$60.84	\$1,013.00	\$825.00		
001.411.0520.5245.0000.0000	VEHICLE SERVICE	\$568.06	\$1,600.00	\$74.00	\$1,600.00	\$600.00		
001.411.0520.5271.0000.0000	RENTALS EQUIP/FACILITIE	\$1,319.06	\$1,260.00	\$983.27	\$1,260.00	\$1,260.00		
001.411.0520.5308.0000.0000	TRAINING	\$1,570.50	\$1,000.00	\$0.00	\$5,000.00	\$1,750.00		
001.411.0520.5309.0000.0000	TECHNICAL SERVICES	\$22,690.01	\$25,000.00	\$1,566.00	\$25,000.00	\$24,000.00		
001.411.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$16.50	\$500.00	\$1,351.00	\$500.00	\$500.00		
001.411.0520.5343.0000.0000	BINDING & PRINTING	\$1,902.00	\$1,800.00	\$165.05	\$1,800.00	\$1,800.00		
001.411.0520.5344.0000.0000	POSTAGE	\$891.41	\$750.00	\$233.14	\$1,000.00	\$1,000.00		
001.411.0520.5346.0000.0000	LEGAL ADVERTISING	\$1,917.39	\$1,500.00	\$436.59	\$1,500.00	\$1,500.00		
001.411.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$263.00	\$500.00	\$1,291.65	\$600.00	\$750.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$32,272.84	\$35,673.00	\$6,161.54	\$40,023.00	\$34,560.00		
001.411.0540.5420.0000.0000	OFFICE SUPPLIES	\$1,053.99	\$1,800.00	\$548.29	\$1,800.00	\$1,500.00		
001.411.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$338.45	\$800.00	\$0.00	\$800.00	\$500.00		
001.411.0540.5425.0000.0000	PRINTING & FORMS	\$487.82	\$750.00	\$36.49	\$750.00	\$575.00		
001.411.0540.5431.0000.0000	EQUIPMENT PARTS	\$0.00	\$800.00	\$0.00	\$800.00	\$375.00		

Town of Scituate

Budget 411 Engineering-Summ.

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended  
to Date

FY14 Dept  
Request

FY14 Town  
Admin Recomm

FY14 Board of  
Selectman

FY14 Advisory  
Committee

001.411.0540.5480.0000.0000	VEHICLE SUPPLIES	\$119.37	\$300.00	\$0.00	\$300.00	\$200.00		
001.411.0540.5481.0000.0000	FUELS & LUBRICANTS	\$4,332.96	\$3,800.00	\$2,741.09	\$3,800.00	\$4,200.00		
001.411.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$0.00	\$200.00	\$0.00	\$400.00	\$200.00		
001.411.0540.5581.0000.0000	CLOTHING	\$0.00	\$200.00	\$235.00	\$600.00	\$200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$6,332.59	\$8,650.00	\$3,560.87	\$9,250.00	\$7,750.00		
001.411.0580.5853.0000.0000	OFFICE EQUIPMENT	\$0.00	\$18,000.00	\$0.00	\$18,000.00	\$0.00		
001.411.0580.5856.0000.0000	Roads & Seawalls	\$205,205.95	\$400,000.00	\$0.00	\$400,000.00	\$400,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$205,205.95	\$418,000.00	\$0.00	\$418,000.00	\$400,000.00		
Grand Total:		\$476,786.17	\$705,399.00	\$139,033.88	\$714,990.00	\$690,027.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: HIGHWAY 422 & GROUNDS 429**

**MISSION STATEMENT**

Manage the cost effective maintenance and construction of all Town roads, sidewalks, drainage systems, and street signs.

Ensure that all public grounds, parks, playgrounds and cemeteries are attractively maintained.

Ensure that all public ways are safely passable in the winter.

**DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Improve roadway conditions on the following roads using Chapter 90 and other Town funds (by November of 2013):

Common Street

Common Lane

Captain Peirce Road from Tilden to the RR tracks (including sidewalk)

Summer Street (from Clapp to Norwell line)

Cedar Street

Hazel Avenue (from Beaver Dam to Brook Street)

Town Hall access road (front, back, bus area)

Drainage repairs on First Parish

Drainage repairs on Bailey's Causeway

**GOAL:** Work with Facilities Director on a plan for new or improved Public Grounds winter equipment storage issue (currently using two old Beaver Dam buildings and the old Fire Station in Minot.) (Fall of 2013)

**GOAL:** Improve field hockey field at SHS (Winter of 2013)

**GOAL:** Improve football practice field at SHS (Summer of 2013)

**GOAL:** Cut back trees & limbs on Old Oaken Bucket, Grove, Maple, Clapp, Kane, Edith-Holmes and Woodland. (Fall of 2013)



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: HIGHWAY 422 & GROUNDS 429**

**MAJOR BUDGET COMPONENTS**

Personnel Costs	55%
Road repairs supplies	18%
Vehicle costs	9%
Utilities	8%
Grounds supplies	7%
Building Supplies	2%
Police Details	1%

**FY 13 RISKS AND CHALLENGES**

Challenges for the Highway & Public Grounds are limited space for storage of equipment and materials, we are currently using five areas, Minot Fire Station, Beaver Dam Road, Transfer Station (brine area), behind the buses at SHS and at Capt. Peirce Road.

Staying within budget and managing unexpected cost such as ocean storms clean-up, dead or dying Town trees, maintenance of deteriorating roadways and limited staff for the amount of work coming in.

Maintaining the number of playing fields with limited personnel is very challenging.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: HIGHWAY 422 & GROUNDS 429**

**DEPARTMENTAL ACCOMPLISHMENTS**

Stockbridge Road paving

First Parish Road paving

Mordecai Lincoln paving

Beaver Dam Road paving

Made repairs to sod at SHS soccer field

Aerated Flannery field (at Hatherly School) two times

Made improvements and maintained all small & large Town plots

Cleaned up after two coastal storms

Trimmed trees and removed branches on RT 123 & Henry Turner Bailey Road

Removed 42 dead or dying Town trees plus trimming of branches.

Got all parks, cemeteries and grounds in shape in time for Graduation, Memorial Day and Veteran's Day ceremonies.

Town of Scituate

Budget 422 Highway Dept

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.422.0510.5110.0000.0000	REGULAR SALARIES	\$510,581.69	\$506,864.00	\$274,443.24	\$510,093.00	\$515,478.00		
001.422.0510.5120.0000.0000	OVERTIME	\$29,349.75	\$23,001.00	\$19,597.23	\$22,550.00	\$22,550.00		
001.422.0510.5130.0000.0000	LONGEVITY	\$7,350.00	\$7,600.00	\$5,550.00	\$7,400.00	\$7,400.00		
001.422.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	\$0.00	\$0.00	\$0.00	\$700.00	\$700.00		
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	\$9,880.00	\$10,920.00	\$4,560.00	\$10,920.00	\$10,920.00		
001.422.0510.5191.0000.0000	OTHER SALARIES	\$9,329.94	\$11,000.00	\$5,707.53	\$11,000.00	\$11,000.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$566,491.38	\$559,385.00	\$309,858.00	\$562,663.00	\$568,048.00		

001.422.0520.5211.0000.0000	ELECTRICITY	\$9,518.37	\$12,000.00	\$4,074.53	\$12,000.00	\$10,525.00		
001.422.0520.5213.0000.0000	NATURAL GAS	\$1,920.73	\$3,900.00	\$507.50	\$3,900.00	\$3,000.00		
001.422.0520.5231.0000.0000	WATER/SEWER	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.422.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$300.00	\$160.00	\$600.00	\$300.00		
001.422.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	\$70,687.65	\$135,000.00	\$62,176.10	\$138,000.00	\$135,000.00		
001.422.0520.5245.0000.0000	VEHICLE SERVICE	\$12,560.44	\$12,000.00	\$10,528.94	\$13,000.00	\$13,000.00		
001.422.0520.5271.0000.0000	RENTAL EQUIP/FACILITIES	\$100,402.23	\$109,000.00	\$89,351.70	\$112,540.00	\$112,000.00		
001.422.0520.5308.0000.0000	TRAINING	\$0.00	\$415.00	\$0.00	\$415.00	\$415.00		
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	\$255.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.422.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$300.00	\$0.00	\$300.00	\$150.00		
001.422.0520.5344.0000.0000	POSTAGE	\$67.25	\$175.00	\$50.40	\$175.00	\$150.00		
001.422.0520.5389.0000.0000	INTERDEPARTMENTAL SEF	\$17,809.30	\$16,000.00	\$12,758.85	\$16,000.00	\$16,000.00		
001.422.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$490.00	\$4,300.00	\$100.00	\$4,300.00	\$4,300.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$213,710.97	\$293,390.00	\$179,708.02	\$301,230.00	\$294,840.00		

Town of Scituate

Budget 422 Highway Dept

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.422.0522.0000.0000	STORM CLEANUP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
SCHEDULE: STORM DAMAGES - 0522								
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

001.422.0540.5420.0000.0000	OFFICE SUPPLIES	\$711.35	\$750.00	\$76.96	\$1,000.00	\$750.00		
001.422.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$5,176.83	\$6,490.00	\$4,365.62	\$7,890.00	\$6,200.00		
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	\$4,227.08	\$3,500.00	\$2,481.15	\$4,000.00	\$4,000.00		
001.422.0540.5431.0000.0000	EQUIPMENT PARTS	\$29,606.32	\$33,000.00	\$15,282.83	\$35,000.00	\$31,500.00		
001.422.0540.5433.0000.0000	ROADWAY MAINT SUPPLIE:	\$54,873.21	\$68,000.00	\$28,987.13	\$68,005.00	\$68,000.00		
001.422.0540.5434.0000.0000	TRAFFIC CONTROL SUPPLI	\$7,986.24	\$16,500.00	\$5,763.38	\$17,000.00	\$14,000.00		
001.422.0540.5451.0000.0000	CLEANING SUPPLIES	\$1,640.22	\$1,600.00	\$975.16	\$2,000.00	\$1,700.00		
001.422.0540.5480.0000.0000	VEHICLE SUPPLIES	\$0.00	\$0.00	\$175.87	\$0.00	\$0.00		
001.422.0540.5481.0000.0000	FUELS & LUBRICANTS	\$43,124.37	\$55,000.00	\$24,379.32	\$55,000.00	\$55,000.00		
001.422.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$0.00	\$0.00	\$1,138.94	\$0.00	\$0.00		
001.422.0540.5581.0000.0000	CLOTHING	\$4,050.00	\$4,050.00	\$4,050.00	\$4,050.00	\$6,000.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540								
		\$151,395.62	\$188,890.00	\$87,676.36	\$193,945.00	\$187,150.00		

001.422.0580.5851.0000.0000	EQUIPMENT	\$7,994.04	\$9,900.00	\$12,557.00	\$10,350.00	\$10,350.00		
001.422.0580.5853.0000.0000	OFFICE EQUIPMENT	\$0.00	\$0.00	\$0.00	\$500.00	\$250.00		
SCHEDULE: CAPITAL OUTLAY - 0580								
		\$7,994.04	\$9,900.00	\$12,557.00	\$10,850.00	\$10,600.00		

Grand Total:		\$939,592.01	\$1,051,565.00	\$589,799.38	\$1,068,688.00	\$1,060,638.00		
--------------	--	--------------	----------------	--------------	----------------	----------------	--	--

End of Report



Town of Scituate

Budget 429 Public Grounds-No Detail

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.429.0510.5110.0000.0000	REGULAR SALARIES	\$396,596.68	\$410,015.00	\$212,820.19	\$360,368.00	\$322,324.00		
001.429.0510.5120.0000.0000	OVERTIME	\$26,865.78	\$24,678.00	\$17,543.66	\$24,192.00	\$24,192.00		
001.429.0510.5130.0000.0000	LONGEVITY	\$5,600.00	\$5,900.00	\$3,300.00	\$5,400.00	\$5,400.00		
001.429.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.429.0510.5180.0000.0000	PART-TIME SALARIES	\$0.00	\$0.00	\$0.00	\$10,414.00	\$10,414.00		
001.429.0510.5190.0000.0000	SEASONAL SALARIES	\$42,084.00	\$52,650.00	\$26,806.00	\$52,650.00	\$52,650.00		
001.429.0510.5191.0000.0000	OTHER SALARIES	\$9,371.13	\$12,906.00	\$4,986.15	\$11,472.00	\$10,038.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$480,517.59	\$506,149.00	\$265,456.00	\$464,496.00	\$425,018.00		

001.429.0520.5211.0000.0000	ELECTRICITY	\$41,467.61	\$50,000.00	\$17,266.15	\$50,000.00	\$0.00		
001.429.0520.5213.0000.0000	NATURAL GAS	\$19,836.54	\$29,000.00	\$4,868.84	\$29,000.00	\$0.00		
001.429.0520.5231.0000.0000	WATER/SEWER	\$11,481.65	\$0.00	\$0.00	\$0.00	\$0.00		
001.429.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$10.00	\$0.00	\$150.00	\$150.00		
001.429.0520.5242.0000.0000	REPAIR/MAINT PROP/EO	\$37,784.53	\$28,500.00	\$16,953.44	\$32,000.00	\$25,500.00		
001.429.0520.5245.0000.0000	VEHICLE SERVICE	\$5,048.82	\$7,500.00	\$1,931.82	\$7,500.00	\$5,500.00		
001.429.0520.5271.0000.0000	RENTAL EQUIP/FACILT	\$105,234.07	\$90,400.00	\$52,079.53	\$92,300.00	\$92,300.00		
001.429.0520.5271.0044.0000	DPW-PIER 44 ALARM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.429.0520.5308.0000.0000	TRAINING	\$0.00	\$300.00	\$0.00	\$350.00	\$200.00		
001.429.0520.5309.0000.0000	TECHNICAL SERVICES	\$57.75	\$500.00	\$178.20	\$500.00	\$200.00		
001.429.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$207.00	\$0.00	\$119.00	\$150.00	\$200.00		
001.429.0520.5344.0000.0000	POSTAGE	\$31.87	\$100.00	\$8.05	\$100.00	\$100.00		
001.429.0520.5389.0000.0000	INTERDEPARTMENTAL SEF	\$5,083.00	\$5,040.00	\$4,340.19	\$8,000.00	\$8,000.00		
001.429.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.429.0520.5731.0000.0000	PROFESSIONAL DUES & SU	\$365.00	\$500.00	\$150.00	\$500.00	\$365.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$226,597.84	\$211,850.00	\$97,895.22	\$220,550.00	\$132,515.00		

Town of Scituate

Budget 429 Public Grounds-No Detail

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.429.0540.5420.0000.0000	OFFICE SUPPLIES	\$197.82	\$500.00	\$403.40	\$500.00	\$350.00		
001.429.0540.5423.0000.0000	SPECIAL AGENCY SUPPL	\$14,575.83	\$10,700.00	\$9,774.04	\$14,000.00	\$14,000.00		
001.429.0540.5430.0000.0000	BUILDING SUPPLIES	\$9,904.27	\$10,000.00	\$3,932.25	\$10,000.00	\$10,000.00		
001.429.0540.5431.0000.0000	EQUIPMENT PARTS	\$23,024.77	\$25,000.00	\$17,053.54	\$30,000.00	\$24,000.00		
001.429.0540.5451.0000.0000	CLEANING SUPPLIES	\$6,428.55	\$5,575.00	\$3,314.21	\$6,500.00	\$1,000.00		
001.429.0540.5462.0000.0000	LANDSCAPING SUPPLIES	\$13,568.68	\$11,000.00	\$3,245.01	\$12,000.00	\$12,000.00		
001.429.0540.5480.0000.0000	VEHICLE SUPPLIES	\$0.00	\$2,000.00	\$0.00	\$2,000.00	\$750.00		
001.429.0540.5481.0000.0000	FUELS & LUBRICANTS	\$35,587.07	\$35,925.00	\$25,230.18	\$32,000.00	\$32,000.00		
001.429.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$0.00	\$750.00	\$1,191.10	\$750.00	\$750.00		
001.429.0540.5581.0000.0000	CLOTHING	\$4,050.00	\$4,050.00	\$4,050.00	\$3,600.00	\$5,000.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$107,336.99	\$105,500.00	\$68,193.73	\$111,350.00	\$99,850.00		
EQUIPMENT		\$0.00	\$15,000.00	\$1,898.72	\$41,322.00	\$0.00		
001.429.0580.5854.0000.0000	Furnishing/Equipment Replace	\$3,282.47	\$13,355.00	\$2,090.56	\$13,355.00	\$0.00		
001.429.0580.5855.0000.0000	Retrofit Basement Storage	\$8,813.73	\$100,000.00	\$18,612.20	\$100,000.00	\$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$12,096.20	\$128,355.00	\$22,601.48	\$154,677.00	\$0.00		
Grand Total:		\$826,548.62	\$951,854.00	\$454,146.43	\$951,073.00	\$657,383.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: SNOW AND ICE REMOVAL 423**

**MISSION STATEMENT**

To ensure that police, fire and medical emergency equipment can move safely on Town roads.

To open main and secondary roads for use by the public.

To open residential streets (first priority given to publicly owned streets).

To clear sidewalks used to walk to School.

**STRATEGIES AND PROJECTS**

Continue Snow & Ice fighting strategy – “Fight the Storm from the ground up.”

Continue use of the saturated salt pre-treatment process.

Continue with “Straight salt” strategy to improve effectiveness and reduce cost of clean-up.

Reduce the cost of contractors by using crews from all DPW departments and improved Town fleet.

Maintain the priority focus on public roads. Provide “emergency responders service” to private ways.

Complete construction of the new Salt Shed (Mar 2013)

**MAJOR BUDGET COMPONENTS**

Contracted snow plows & sanders	41%
Sand & Salt	33%
Overtime	11%
Maintenance	8%
Equipment Replacement	7%



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: SNOW AND ICE REMOVAL 423**

**RISKS AND CHALLENGES**

Weather

Salt availability

**DEPARTMENTAL ACCOMPLISHMENTS**

Implemented brine mixing system for preparing pre-treatment mixture.

Reconfigured Plow Routes to incorporate expanded fleet.

Brought on-board additional Town vehicles and drivers.

Managed a mild winter (2012) and generated \$305,000 in free cash.

Town of Scituate

Budget 423 Snow&Ice Removal

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request FY14 Town Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.423.0510.5120.0000.0000	OVERTIME	\$20,075.59	\$70,000.00	\$6,331.78	\$70,000.00	\$75,000.00			
SCHEDULE: PERSONAL SERVICES - 0510		\$20,075.59	\$70,000.00	\$6,331.78	\$70,000.00	\$75,000.00			
001.423.0520.5271.0000.0000	EQUIPMENT RENTALS	\$36,170.91	\$192,000.00	\$13,583.60	\$192,001.00	\$202,750.00			
SCHEDULE: PURCHASE OF SERVICES - 0520		\$36,170.91	\$192,000.00	\$13,583.60	\$192,001.00	\$202,750.00			
001.423.0540.5431.0000.0000	EQUIPMENT PARTS	\$8,027.18	\$27,000.00	\$4,621.53	\$28,000.00	\$22,000.00			
001.423.0540.5433.0000.0000	ROADWAY MAINTENANCE	\$76,146.93	\$159,475.00	\$8,486.15	\$159,475.00	\$165,000.00			
001.423.0540.5480.0000.0000	VEHICLE SUPPLIES	\$49.99	\$3,000.00	\$0.00	\$5,000.00	\$250.00			
001.423.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$1,190.96	\$2,600.00	\$0.00	\$5,000.00	\$3,000.00			
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$85,415.06	\$192,075.00	\$13,107.68	\$197,475.00	\$190,250.00			
001.423.0580.5851.0000.0000	EQUIPMENT	\$25,017.29	\$35,925.00	\$5,250.00	\$35,925.00	\$22,000.00			
SCHEDULE: CAPITAL OUTLAY - 0580		\$25,017.29	\$35,925.00	\$5,250.00	\$35,925.00	\$22,000.00			
Grand Total:		\$166,678.85	\$490,000.00	\$38,273.06	\$495,401.00	\$490,000.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: STREET LIGHTS AND BEACONS 424**

**MISSION STATEMENT**

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

**DEPARTMENT GOALS AND OBJECTIVES**

**GOAL:** Complete an audit of all streetlights currently being charged to the Town by National Grid and NStar (Oct 2013).

**GOAL:** Explore ownership of the streetlights to reduce costs. (Dec 2013)

**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. Almost all lights are owned by National Grid or NStar. For these, the Town pays for electricity through a rental arrangement. Traffic signals and decorative lights in Greenbush and North Scituate are owned and maintained by the Town. For these, the Town pays for power via meters.

**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
- C. An audit of streetlight placement to be sure that best management practices are being used to locate the streetlights most effectively.

Town of Scituate

**Budget 424 Street Lights/Beacons Summ**

Fiscal Year: 2012-2013

Print accounts with zero balance     Round to whole dollars     Account on new page

From Date: 1/1/2013    To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	--------------------------	----------------------	---------------------------	----------------------------	----------------------------

001,424,0520,5211,0000,0000	ELECTRICITY	\$196,058.21	\$180,000.00	\$97,164.78	\$180,000.00	\$190,000.00	_____	_____
SCHEDULE: PURCHASE OF SERVICES - 0520		\$196,058.21	\$180,000.00	\$97,164.78	\$180,000.00	\$190,000.00	_____	_____
Grand Total:		\$196,058.21	\$180,000.00	\$97,164.78	\$180,000.00	\$190,000.00	_____	_____

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PUBLIC HEALTH 510**

**MISSION STATEMENT**

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

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Create a “Healthy Scituate” booklet and web page for town website. (Third Quarter)

**OBJECTIVES:**

- Work to gather information from Recreation, COA and Maritime programs,
- conservation land and trails, canoe landings, bike stands, continuous sidewalks, etc.
- List local restaurants that list healthy meals on menus.
- Format Information.
- Put on Board of Health page on the town website.

**GOAL:** Facilitate and manage issues and concerns relative to wind turbine. (Ongoing) Develop protocol and procedures for complaints brought before the Board of Health. (Second Quarter)

**OBJECTIVES:**

- Keep current the record of complaints.
- Keep updated on literature.

**GOAL:** Complete and implement Irrigation and Drinking Water Well Regulations. (Fourth Quarter)

**OBJECTIVES:**

- Create draft for Board of Health approval.
- Schedule and hold a public hearing to solicit comments; revise as necessary.
- Promulgate and distribute.

**GOAL:** Develop department brochure detailing staff services. (First Quarter)

**OBJECTIVES:**

- Compile information – solicit input from Staff and Board of Health members.
- Print and distribute.





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PUBLIC HEALTH 510**

**GOAL:** Monitor and manage Arbovirus (West Nile Virus and (Eastern Equine Encephalitis) concerns. (First & Fourth Quarters)

**OBJECTIVES:**

- Participate in MA Department of Public Health conference calls
- Distribute preventive information
- Issue spraying waivers and shut down outside activities as necessary.

**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 require legal notice.

**DUES AND SUBSCRIPTIONS:** Both MHOA and NACCHO provide incredibly valuable information and training.

**SPECIAL AGENCY FUNDS:** For unexpected special needs such as specialized equipment or testing.

**BINDING AND PRINTING:** As needed for new information and regulations.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PUBLIC HEALTH 510**

**FY 2014 RISKS AND CHALLENGES**

The beach season is always unpredictable. It is unusual to have a water sample continue to exceed acceptable limits on the second test, but that happened this year without any apparent source of the problem.

Also unpredictable is the arbovirus season. This year Scituate was positive twice for the West Nile virus and place in the high risk category for Triple EEE. This scenario could continue for the foreseeable future.

The MA Department of Environmental Protection is also seriously considering giving back some additional Title 5 authority to local Boards of Health due to staff cutbacks. It is unclear at this time, the impact this will have. In addition, they are considering approval of aerobic digesters and the local impact of that topic is also unclear as to whether or not it will be commercial, municipal or private entities who will be involved.

Addressing concerns received relative to the wind turbine and how to be responsive and timely, yet in a legal and thorough manner will continue.

Medical marijuana dispensaries are on the horizon in Massachusetts. Regulations need to be written by the Massachusetts Department of Public Health and that will determine the impact these facilities will have on health departments and individual towns.

**DEPARTMENTAL ACCOMPLISHMENTS**

- Participated in Region 4B, Sub Region 5 Shelter Drill.
- Conducted Emergency Dispensing Site Drill, including planning meetings with CERT (Community Emergency Response Teams) and Medical Reserve Corps.
- Met regularly with SANDS and the Scituate Coastal Coalition.
- Initiated work on irrigation and drinking water well regulations.
- Participated in the Beach Task force which developed Seaweed Removal Policy.
- Served as a panelist of the Community Rating Service Public Meeting and judge at Scituate High School Science Fair
- Conducted Emergency Dispensing Site and staff drills for Region 4 B.
- Completed a TAR (Technical Assessment Report) Audit with Region 4 B.
- Participated in arbovirus conference calls with the MA Department of Public Health
- Issued a waiver for mosquito spraying at request of school superintendent.
- Hosted a Region 4 B Medical Reserve Corps training meeting on Social Media.
- Conducted inspection for Knights of Columbus Carnival, Heritage Day's food vendors and the Run for the Fallen food service.
- Emergency preparedness presentations given at each Scituate Housing complex and distributed "To Go" bags.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PUBLIC HEALTH 510**

- Worked with friends and South Shore Elder Services on cleanup and renovation of a hoarders home so it was fit to reoccupy.
- There were a series of beach closings starting the first week with Minot and Pegotty, then Minot and Egypt, followed by Lighthouse and Pegotty. Egypt was closed the longest due to exceedence of the Geometric
- Mean, but expedited testing enabled the beach to reopen for Labor Day Weekend.
- With budget money for flu vaccine, 100 extra doses were bought and approximately 350 doses were received from the MA Department of Public Health. The Public Health Nurse held three flu clinics as well as office hours and has administered over 380 injections. Shots offered during office hours continue and, an additional flu clinic was held at the Scituate Pharmacy in North Scituate.
- Assisted at Shelter and set-up for Hurricane Sandy.
- Assisted the Water Division update hazards in sensitive areas. The Board of Health approved and promulgated new floor drain regulations in the Zone A and Zone II areas to help the Water Division comply with Department of Environmental Protection requirements.

Description of Revenue	FY/11	FY/12	FY/13	FY 14	Comments
Perc Applications	\$30,375.00	\$17,845.00	\$27,300.00	\$28,200.00	<i>All FY 14 is an estimated Amount of monies</i>
Disposal Works Installer Permits	\$ 7,625.00	\$ 6,550.00	\$ 3,765.00	\$ 4,500.00	
Pump & Haul Septage	\$ 1,250.00	\$ 1,400.00	\$ 400.00	\$ 800.00	
Rubbish Removal	\$ 600.00	\$ 800.00	\$ 800.00	\$ 800.00	
Misc. Other	\$ 2,335.00	\$ 1,500.00	\$ 2,375.00	\$ 2,450.00	
Swimming Pools	\$ 725.00	\$ 675.00	\$ 625.00	\$ 675.00	
Revolving Food: Permits, Reinspections, Temporary Food Permits	\$16,913.00	\$12,855.00	\$18,106.00	\$18,450.00	
Flu Vaccine Reimbursement	\$18,750.00	\$ 1,840.08	\$ 1,840.00	\$ 1,700.00	
Sewage Permits	\$21,295.00	\$16,070.00	\$16,975.00	\$17,000.00	
Preparedness Grant	\$ 5,617.59	\$ 6,891.64	\$ 6,356.12	\$ 6,200.00	

Town of Scituate

Budget 510 Board of Health

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.510.0510.5110.0000.0000	REGULAR SALARIES	\$115,289.63	\$120,356.00	\$64,806.84	\$120,504.00	\$120,504.00		
001.510.0510.5120.0000.0000	OVERTIME	\$647.74	\$500.00	\$0.00	\$500.00	\$500.00		
001.510.0510.5130.0000.0000	LONGEVITY	\$2,000.00	\$2,150.00	\$850.00	\$2,150.00	\$2,150.00		
001.510.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$400.00	\$0.00	\$400.00	\$400.00		
001.510.0510.5180.0000.0000	PART-TIME SALARIES	\$11,693.85	\$13,774.00	\$6,107.22	\$13,774.00	\$13,774.00		
001.510.0510.5191.0000.0000	OTHER SALARIES	\$1,198.47	\$1,203.00	\$677.73	\$1,205.00	\$1,205.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$130,829.69	\$138,383.00	\$72,441.79	\$138,533.00	\$138,533.00		

001.510.0520.5199.0000.0000	PUBLIC SERVICE CONT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.510.0520.5241.0000.0000	OFFICE MACHINE MAIN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.510.0520.5245.0000.0000	REPAIRS & MAINTENAN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.510.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.510.0520.5309.0000.0000	TECHNICAL SERVICES	\$1,100.83	\$2,600.00	\$965.97	\$31,600.00	\$2,600.00		
001.510.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$456.59	\$500.00	\$74.05	\$650.00	\$500.00		
001.510.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$150.00	\$200.00	\$150.00	\$400.00		
001.510.0520.5344.0000.0000	POSTAGE	\$555.61	\$475.00	\$293.76	\$600.00	\$600.00		
001.510.0520.5346.0000.0000	LEGAL ADVERTISING	\$757.80	\$150.00	\$0.00	\$800.00	\$700.00		
001.510.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$694.00	\$1,000.00	\$525.60	\$1,000.00	\$1,000.00		
001.510.0520.5731.0000.0000	PROFESSIONAL DUES & SUBS	\$85.00	\$230.00	\$60.00	\$250.00	\$230.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$3,649.83	\$5,105.00	\$2,019.38	\$35,050.00	\$6,030.00		

001.510.0540.5420.0000.0000	OFFICE SUPPLIES	\$661.12	\$1,175.00	\$290.92	\$1,100.00	\$1,100.00		
001.510.0540.5423.0000.0000	SPECIAL AGENCY SUPP	\$61.92	\$0.00	\$56.50	\$75.00	\$75.00		
001.510.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$400.00	\$0.00	\$400.00	\$250.00		

Town of Scituate

Budget 510 Board of Health

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.510.0540.5481.0000.0000	FUELS & LUBRICANTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
-----------------------------	--------------------	--------	--------	--------	--------	--------	--	--

001.510.0540.5500.0000.0000	MEDICAL SUPPLIES	\$393.04	\$5,625.00	\$189.00	\$675.00	\$675.00		
-----------------------------	------------------	----------	------------	----------	----------	----------	--	--

SCHEDULE: MATERIALS & SUPPLIES - 0540		\$1,116.08	\$7,200.00	\$536.42	\$2,250.00	\$2,100.00		
---------------------------------------	--	------------	------------	----------	------------	------------	--	--

001.510.0580.5853.0000.0000	OFFICE EQUIPMENT	\$0.00	\$200.00	\$120.07	\$1,000.00	\$1,000.00		
-----------------------------	------------------	--------	----------	----------	------------	------------	--	--

SCHEDULE: CAPITAL OUTLAY - 0580		\$0.00	\$200.00	\$120.07	\$1,000.00	\$1,000.00		
---------------------------------	--	--------	----------	----------	------------	------------	--	--

Grand Total:		\$135,595.60	\$150,888.00	\$75,117.66	\$176,833.00	\$147,663.00		
--------------	--	--------------	--------------	-------------	--------------	--------------	--	--

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: COUNCIL ON AGING 541**

**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 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Expand the ability of the Council on Aging to raise funds that will enhance and sustain the programs and services in order to meet the needs of Scituate's growing population of seniors.

**OBJECTIVES:**

- Continue to insert page into newsletter requesting donations.
- Expand the donations from the legacy program.
- Recruit individuals to assist with fundraisers. ( Complete 5/14)
- Continue and expand existing programs for fundraising.

**GOAL:** Develop access to methods and trainings that will enhance and improve the skills of staff to develop a department that is more professional and knows and understands the needs to conform to HIPPA standards.

**OBJECTIVES:**

- Seek out training that is available through MCOA
- Use the opportunities through the internet by participating in appropriate webinar trainings.
- Investigate any grants that might be available for this purpose.( To be accomplished by 4/14.)

**GOAL:** Promote additional programs that will assist in enhancing the health of seniors both physically and cognitively.

**OBJECTIVES:**

- Develop an exercise program that offers weight bearing exercise. (July 2013)
- Create a nutritional program that promotes healthy eating and teaches seniors how to shop for nutritional meals.
- Offer a cooking class that will meet the needs of seniors.( Ongoing for all of this fiscal year.)

**GOAL:** Recruit suitable volunteers that can assist staff planning and staging events at the Senior Center and the Scituate Harbor Community Building.



## **TOWN OF SCITUATE** **FY 2014 BUDGET**

### **DEPARTMENT: COUNCIL ON AGING 541**

- Create a training procedure that will enhance the skills of the volunteer.(Begin January 2013 and ongoing)
- Use the Scituate Tax Work Off Program for programs and events, as well as other needs of the COA.
- Set up a list of volunteers that can be called for tasks when needed.

**GOAL:** Work with Town Officials and the Town Administrator to increase the possibility of getting a new home for Scituate seniors.

- Encourage seniors to support the Town's effort.
- Communicate with planning committees to develop a clear idea of what the needs of the Scituate seniors are.
- Inform and report on numbers and needs of the seniors.
- Develop a five year plan that understands and anticipates the growth of the senior population.

### **MAJOR BUDGET COMPONENTS**

**PROGRAMMING:** Elder research has documented that socialization and health and exercise programs are crucial to our senior's well-being. This is especially important as statistics show that seniors are living well into their nineties. Research and documentation have shown that seniors who are active in social activities, exercise and programs that develop their cognitive abilities are less apt to have constant hospital stays, have less falls, eat a more healthy diet and live independent lives. The continued growth of seniors and a lack of government resources call for us to do more with less. In order to do that, our programs must fit their needs. We are entering a time when our community is responding to the needs of our seniors. We are promoting intergenerational programs, younger groups have reached out to us and we are planning to do more with recreation. The use of the Scituate Harbor Community Building has allowed us to expand programming. We are now able to offer programming and major events that we could not in the past. Our census is growing beyond our expectations, and the generosity of our citizens has given us the opportunity to expand our budget and do more. Last year we said that we anticipated a 5 to 7% growth, but our records now show it is 20% and still growing.

**TRANSPORTATION:** This continues to be the greatest needs for Scituate seniors. Our census tells us that this is the 2nd largest population group in Scituate. If the rate of growth continues as it is currently doing. At present, those using the vans to travel around town and to Cohasset are 75 and older. The group of seniors who use transportation most consistently have no other means of transportation and are between 80 and 100, many of whom no longer drive, and many have handicaps that call for handicap vehicles. We currently have three vans at the SCOA, two were donated and the third is the result of an award from the state. We continue to use our



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: COUNCIL ON AGING 541**

(15) volunteer drivers who take seniors to medical appointments, the Town sponsored Link program takes seniors out of town as far as Boston and Brookline. Many of these passengers ride the van more than once a week as they are going through chemotherapy and other lifesaving medical procedures. This program also allows us to pick up handicapped residents under the age of 60. When a frail elder needs assistance we provide a volunteer escort to accompany them. This year we anticipate that we will be doing well over 7,000 rides. We have entered into a contract with GATRA .

**SOCIAL SERVICES:** Social Services are also a major component of services provided to Scituate seniors. Seniors today have needs that were not present ten to twenty years ago, and it is the Center that has to find a way to meet these needs. Among those needs is the ever changing status of Medicare and Medicaid, not to mention Prescription D, each plan has so many components and are available for change and review once a year. This program is so complicated that our staff, or our SHINE worker spends up to an hour with each individual who is struggling to decide what change, if any, is the best for them. Seniors are living longer and because of this, they are outliving their money. Social Service staff search out any possible resource that will help them live a more comfortable life. Taking fuel assistance applications and processing them not only for seniors but those in Scituate who are under 60 is time consuming and overwhelming when you have two part time staff who must do it all. Along with many other duties, our staff make home visits, and work with families that are looking for placement for their parent. They also make these visits to evaluate the home situation when a family member, neighbor or police, or fire department call on us. Social Services is constantly searching out resources and making contacts with other agencies that can be of help to the senior and/ or his family. We often find that we are dealing with other issues for residents who are not seniors. During the past fiscal year we have serviced 2,002 seniors and families and we anticipate a growth of 10 to 12% based on the growth of the senior population.

**FY14 RISK AND CHALLENGES**

The biggest risk and challenge that we face is the increase in the number of seniors using the services of the Council on Aging. During this past fiscal year we have had an increase of at least 20% in all of the services offered. All forms of transportation that are offered has increased An reoccurring problem is that many of the seniors booking rides and making arrangement for transportation have cognitive impediments that comes with aging. This requires that our Transportation Coordinator must spend more time with them which takes up





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: COUNCIL ON AGING 541**

valuable time. This is a necessity in order to get the information needed to successfully book the ride. Social Services are also struggling to keep up with the numbers and the needs of our seniors. Because of the economy many of the seniors have increasing needs for resources. The families of many of these seniors are looking for solutions for aging parents whose needs keep growing. In order to try to keep seniors healthy and well, we have expanded exercise groups and other programs to help to encourage clearer thinking and promote memory. We are trying to promote educational programs that are good for seniors, but find it difficult to do in the venue that is available to us. Today, seniors are living longer, and we have many seniors well into their nineties that are actively using our services. This need will only continue to expand and we need to have more long term planning to deal with the increase of new seniors in Scituate for the next five to ten years.

**DEPARTMENTAL ACCOMPLISHMENTS**

- Successfully wrote a grant that allowed us to take possession of a 12 passenger van. The Council on Aging was able to contribute 50% of the amount required for matching grant funds.
- Received \$30,000 in gifts that were used to help seniors with fuel assistance, emergency care, prescription and medical assistance.
- Held a craft fair in FY 13, which netted after expenses \$958.00 for veterans for fuel assistance.
- For the third straight year, the Scituate Council on Aging participated in Heritage Days, holding a kick-off luncheon at the Maritime Center which was paid for by donated funds.
- Launched our first Italian Class that was very well attended.
- Our fourth annual art show was held at the Maritime Center, on December 8th.
- Completed a needs survey using a random sampling to save time and money, the results are being used to plan for future development
- Coordinated a dinner with the “Twelve Women of Scituate” who planned and paid for the event.
- Participated with FACTS in a drug awareness program for seniors and the community.
- Integrated the influx of seniors into our programs
- Coordinated a dinner with the PTO from the Cushing School at the Scituate Harbor Community Building. They supplied the food and all of the work.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: COUNCIL ON AGING 541**

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12	FY/13	FY/14	Comments
FY07 Lag monies GRANT	\$10,413.13	\$7,000.00	\$6,500.00	0		The Formula Grant is based on the # of seniors in town census Our current census # is 4,344. The \$ amt is decided by the Legislature
Formula Grant Award			\$25,138.00	\$25,138.00	\$30,338.00	
Fees, Donations and Gifts Med Trans	\$3,004.00	\$4,256.00	\$4,500.00	\$4,900.00	\$7,787.76	
Program Revolving	\$11,398.00	\$17,893.00	\$23,396.07	\$25,000.00	\$24,160.48	
Gift Account	\$18,397.49	\$19,520.87	\$28,870.69	\$30,000.00	\$30,704.29	
Project Safety Net Heating Acct		\$895.00	\$1,500.00 \$1,200.00	\$1,500.00 \$1,200.00	\$1,500.00 unknown	
Gifts and donations received are earmarked for specific use						

Town of Scituate

Budget 541 Council on Aging Detail

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Budget Dept vs Town Admin

Account	Description	FY12 Expended	FY13 Approp	FY14 Budget Dept vs Town Admin	FY13 Expended to date	FY14 Dept Request	FY14 Town Admin Requested	Difference	PCT
---------	-------------	---------------	-------------	--------------------------------	-----------------------	-------------------	---------------------------	------------	-----

001.541.0510.5110.0000.0000	REGULAR SALARIES	\$111,164.22	\$113,142.00	\$60,922.40	\$113,290.00	\$113,290.00	\$113,290.00	\$0.00	0.00
001.541.0510.5130.0000.0000	LONGEVITY	\$1,400.00	\$2,200.00	\$1,350.00	\$2,200.00	\$2,200.00	\$2,200.00	\$0.00	0.00
001.541.0510.5180.0000.0000	PART-TIME SALARIES	\$68,981.50	\$81,430.00	\$38,881.56	\$81,514.00	\$81,514.00	\$81,514.00	\$0.00	0.00
001.541.0510.5191.0000.0000	OTHER SALARIES	\$385.09	\$1,396.00	\$215.47	\$1,399.00	\$1,399.00	\$1,399.00	\$0.00	0.00
SCHEDULE: PERSONAL SERVICES - 0510		\$181,930.81	\$198,168.00	\$101,369.43	\$198,403.00	\$198,403.00	\$198,403.00	\$0.00	0.00

001.541.0520.5211.0000.0000	ELECTRICITY	\$2,714.67	\$3,600.00	\$1,242.45	\$3,600.00	\$3,600.00	\$2,850.00	(\$750.00)	(20.83)
001.541.0520.5213.0000.0000	NATURAL GAS	\$2,435.56	\$3,400.00	\$458.44	\$3,400.00	\$3,400.00	\$2,600.00	(\$800.00)	(23.53)
001.541.0520.5242.0000.0000	REPAIR/MAINT PROP/	\$3,350.16	\$2,743.00	\$2,714.81	\$2,743.00	\$2,743.00	\$6,000.00	\$3,257.00	118.74
001.541.0520.5245.0000.0000	VEHICLE SERVICES	\$785.64	\$1,400.00	\$218.90	\$1,400.00	\$1,400.00	\$1,200.00	(\$200.00)	(14.29)
001.541.0520.5270.0000.0000	RENTALS & LEASES	\$0.00	\$1,600.00	\$0.00	\$1,600.00	\$1,600.00	\$0.00	(\$1,600.00)	(100.00)
001.541.0520.5274.0000.0000	PARATRANSIT RIDE	\$21,219.50	\$22,000.00	\$7,079.25	\$22,000.00	\$22,000.00	\$22,000.00	\$0.00	0.00
001.541.0520.5311.0000.0000	SUPPORT SERVICES	\$701.45	\$2,400.00	\$737.75	\$2,400.00	\$2,400.00	\$500.00	(\$1,900.00)	(79.17)
001.541.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00	\$100.00	0.00
001.541.0520.5344.0000.0000	POSTAGE	\$3,308.03	\$3,850.00	\$181.56	\$3,850.00	\$3,850.00	\$4,200.00	\$350.00	9.09
001.541.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$794.76	\$750.00	\$494.16	\$750.00	\$750.00	\$750.00	\$0.00	0.00
SCHEDULE: PURCHASE OF SERVICES - 0520		\$35,309.77	\$41,743.00	\$13,127.32	\$41,743.00	\$41,743.00	\$40,200.00	(\$1,543.00)	(3.70)

001.541.0540.5420.0000.0000	OFFICE SUPPLIES	\$2,058.26	\$2,000.00	\$470.38	\$2,000.00	\$2,000.00	\$2,100.00	\$100.00	5.00
001.541.0540.5451.0000.0000	CLEANING SUPPLIES	\$500.67	\$600.00	\$66.33	\$600.00	\$600.00	\$600.00	\$0.00	0.00
001.541.0540.5481.0000.0000	FUELS & LUBRICANTS	\$3,522.02	\$6,400.00	\$4,650.30	\$6,400.00	\$6,400.00	\$6,400.00	\$0.00	0.00
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$6,080.95	\$9,000.00	\$5,187.01	\$9,000.00	\$9,000.00	\$9,100.00	\$100.00	1.11
Grand Total:		\$223,321.53	\$248,911.00	\$119,683.76	\$249,146.00	\$247,703.00	(\$1,443.00)	(0.58)	

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: VETERANS SERVICES 543**

**MISSION STATEMENT**

The Scituate Veterans Services Department provides eligible veterans and their dependents in need; and connects them to the services and benefits for which they are eligible. We pride ourselves in delivering accurate, courteous, and timely service.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Research and use the relationships available between federal and state benefit programs, to help offset an expand town's budgeting contribution.

**OBJECTIVES:**

1. Identify the federal and state benefit programs available. (Jul-Sep)
2. Develop a plan to apply these programs to our current practices. (Oct-Jan)
3. Implement all approved benefit programs to our clients. (Feb-Jun)
4. Evaluate how this plan is working and to what extent it is benefitting. (Ongoing)

**GOAL:** Continue to maintain the overall efficiency and effectiveness of customer service at or above expected standards.

**OBJECTIVES:**

1. Insure the staff has the proper knowledge and training to meet client needs. (Jul-Sep)
2. Develop and attend ongoing customer service and job knowledge training. (Oct-Jan)
3. Encourage staff to suggest or ask for proper ways to enhance the department's client practices. (Feb-Jun)
4. Monitor all aspects of how the department utilizes the training and development given. (Ongoing)

**GOAL:** Modernize the department's Grave Officer's duties for the Town.

**OBJECTIVES:**

1. Investigate how to catalog records for the town.
2. Research new technologies on how to maintain records. (Jul-Sep)
3. Use local resources to help in the gathering of information for updating current grave's logs. (Oct-Jan)
4. Implement the agreed upon technology and information gathered to bring the logs up to date. (Feb-Jun)
5. Evaluate the effectiveness of the new tracking system to find veteran's graves and make updates as necessary. (Ongoing)



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: VETERANS SERVICES 543**

**MAJOR BUDGET COMPONENTS**

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, health insurance, and other essential items. Funds may also be used for assisting veterans with a fuel allowance when heat is not included in their rent. These benefits fall under the Commonwealth of Massachusetts 108 CMR Chapter 115. There is also a line item for the Graves Officer to help maintain the two veteran's cemeteries and the flagging of all the veteran's graves on Memorial Day.

The budget includes a 15 hour per week Administrative Assistant and a 35 hour per week Veterans Services Officer.

**FY 2014 RISKS AND CHALLENGES**

As conflicts continue and soldiers return, the amount of benefits and services is expected to significantly increase. FY12 and FY13 budget were increased to meet the growing needs of our community's veterans and their dependents. The economic conditions has impacted all citizens especially those in need. This trend will continue in FY14. 9C Reductions will not impact the state's ability to reimburse the town at a rate of 75% of expenditures for veterans and their dependents. However, those reimbursements are currently 18 months in arrears.

**DEPARTMENTAL ACCOMPLISHMENTS**

The Veterans' Service Department has been updated and streamlined. The application process is now less complicated which in turn has enhanced the timely submission of the applications for services. The office has been upgraded with new IT equipment to modernize the process and tracking of all our clients. The office spaces have been painted and new carpet, desks, and locking cabinets have been installed. This has given the office a more professional appearance and atmosphere. These upgrades have help to bring more community awareness to the Veterans' Service Department's available programs. The clients now being service has gone from three in the beginning of FY12 to fifteen as of this report in FY13.

Town of Scituate

Budget 543 Veterans' Benefits

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.543.0510.5110.0000.0000	REGULAR SALARIES	\$0.00	\$0.00	\$24,661.02	\$49,321.00	\$49,321.00		
001.543.0510.5130.0000.0000	LONGEVITY	\$0.00	\$236.00	\$0.00	\$236.00	\$236.00		
001.543.0510.5180.0000.0000	PART-TIME SALARIES	\$34,296.30	\$42,918.00	\$8,568.00	\$15,973.00	\$15,973.00		
001.543.0510.5191.0000.0000	OTHER SALARIES	\$0.00	\$159.00	\$0.00	\$160.00	\$160.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$34,296.30	\$43,313.00	\$33,229.02	\$65,690.00	\$65,690.00		
001.543.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$0.00	\$0.00	\$200.00	\$0.00		
001.543.0520.5308.0000.0000	TRAINING	\$100.00	\$0.00	\$0.00	\$500.00	\$0.00		
001.543.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$954.79	\$0.00	\$0.00	\$1,000.00	\$750.00		
001.543.0520.5344.0000.0000	POSTAGE	\$43.82	\$0.00	\$36.40	\$200.00	\$200.00		
001.543.0520.5385.0000.0000	CARE OF VETERANS GRAV	\$1,148.16	\$1,700.00	\$0.00	\$3,000.00	\$2,750.00		
001.543.0520.5389.0000.0000	INTERDEPARTMENTAL CH/	\$4,909.00	\$16,557.00	\$0.00	\$0.00	\$0.00		
001.543.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$180.72	\$0.00	\$97.29	\$300.00	\$300.00		
001.543.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$55.00	\$0.00	\$35.00	\$100.00	\$100.00		
001.543.0520.5781.0000.0000	SUBSIST/INC SUPPORT	\$49,156.48	\$120,000.00	\$59,703.09	\$150,000.00	\$150,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$56,547.97	\$138,257.00	\$59,871.78	\$155,300.00	\$154,100.00		
001.543.0540.5420.0000.0000	OFFICE SUPPLIES	\$249.61	\$0.00	\$153.67	\$400.00	\$300.00		
001.543.0540.5423.0000.0000	SPECIAL AGENCY SUPPLI	\$787.94	\$0.00	\$0.00	\$800.00	\$800.00		
001.543.0540.5462.0000.0000	LANDSCAPING SUPPLIES	\$0.00	\$200.00	\$0.00	\$300.00	\$200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$1,037.55	\$200.00	\$153.67	\$1,500.00	\$1,300.00		
001.543.0900.5200.0000.0000	Veterans PY Encum 5200	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.543.0900.5400.0000.0000	Veterans PY Encum 5400	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		

Town of Scituate

---

**Budget 543 Veterans' Benefits**

Fiscal Year: 2012-2013

Print accounts with zero balance     Round to whole dollars     Account on new page

From Date: 1/1/2013      To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
Grand Total:		\$91,881.82	\$181,770.00	\$93,254.47	\$222,490.00	\$221,090.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: COMMISSION ON DISABILITIES**

**MISSION STATEMENT**

The Commission on Disabilities strives to cause the full integration and participation of people with disabilities in the Town of Scituate

**FY2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

The role of the Commission on Disabilities is to:

1. Research local problems of people with disabilities;
2. Advise and assist municipal officials and employees in insuring compliance with state and federal laws and regulations that affect people with disabilities;
3. Coordinate or carry out programs designed to meet the problems of people with disabilities in coordination with program the Massachusetts Office on Disability;
4. Review and make recommendations about policies, procedures, services, activities and facilities of department, boards and agencies of the Town of Scituate as they affect people with disabilities;
5. Provide information, referrals, guidance and technical assistance to individuals, public agencies, businesses and organizations in all matters pertaining to disability; and to
6. Coordinate activities of other local groups organized for similar purposes.

**MAJOR BUDGET COMPONENTS**

The Commission receives an annual budget of around \$5,000. The reason for this is the relationship between the Council on Aging and the COD regarding vans. To be eligible for the grants related to the vans there is a requirement that the COD receive funding (minimum of \$5,000) for the operational expenses associated with the vans.

**DEPARTMENTAL ACCOMPLISHMENTS**



Town of Scituate

Budget 549 Commission on Disabilities

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request FY14 Town Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.549.0510.5180.0000.0000	PART-TIME SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
SCHEDULE: PERSONAL SERVICES - 0510												
001.549.0520.5245.0000.0000	VEHICLE SERVICE	\$70.28	\$2,575.00	\$185.75	\$2,575.00	\$4,500.00						
001.549.0520.5308.0000.0000	TRAINING	\$0.00	\$250.00	\$0.00	\$250.00	\$250.00						
001.549.0520.5321.0000.0000	CONFERENCE/MEETINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
SCHEDULE: PURCHASE OF SERVICES - 0520												
		\$70.28	\$2,825.00	\$185.75	\$2,825.00	\$4,750.00						
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	\$0.00	\$0.00						
SCHEDULE: MATERIALS & SUPPLIES - 0540												
		\$0.00	\$2,250.00	\$0.00	\$250.00	\$250.00						
Grand Total:		\$70.28	\$5,075.00	\$185.75	\$3,075.00	\$5,000.00						

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: LIBRARY 610**

**MISSION STATEMENT**

The Scituate Town Library is committed to three principles:

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 materials in a variety of media while offering technological resources, all to support lifelong 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.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Manage the library building within context of future building status changes

**OBJECTIVES:**

1. Continue to make necessary improvements in the event the grant funding is not available or is delayed, including, but not limited to reallocation of space, etc.
2. Assist the Board of Trustees, the Scituate Library Foundation and the Friends of the Scituate Town Library as needed in their efforts to raise private funds for the library renovation/expansion project, especially for those items not eligible for grant funding.
3. Keep an ongoing dialog with the building consultant at the Massachusetts Board of Library Commissioners for assistance with the building grant process.
4. Manage the Public Library Construction Grant as it evolves, keeping the Town Administrator, Selectmen, Public Building Commission, Planning Board, Building Department, Engineering Department and the community-at-large informed and involved.
5. Study and provide recommendations for better use of the first floor and unfinished storage space by April 2014.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: LIBRARY 610**

**GOAL:** Make the library, and its services, more available to users

**OBJECTIVES:**

1. Appoint a Technology Committee to create a three-year Technology Plan for the Library. The group will also be charged with developing workshops on technology that will be offered to both the public and staff. The plan will be in place with at least one workshop offered to public and staff by September 2013.
2. Create a procedure for using social media to promote library services and programs. Explore the creation of a Social Media Policy for presentation to the Trustees by December 2013.
3. Increase amount of use and ease of access to library-supported museum pass program by making these passes available online and exploring offering all passes at no cost to patrons. Launch a marketing campaign to make patrons aware of these changes. System will be in place and advertised to the public by February 2014.

**GOAL:** Continue to develop library collections

**OBJECTIVES:**

1. Update collection development policies to reflect the current library's mission and purchasing needs, with special attention to planning for electronic resource purchasing. Collection development policies will be in place and approved by the Trustees as of May 2014.
2. Investigate the feasibility of applying for a digitization grant in order to preserve the local Scituate papers.

**GOAL:** Prepare to relocate the library's collection and staff

**OBJECTIVES:**

1. Continue the weeding project and update the areas identified as needing immediate attention.
2. Explore other libraries' solutions for temporary relocating (both collection and staff) during a building renovation in preparation for a library construction project.
3. Have several potential scenarios ready to discuss with Trustees, town administration, and other stakeholders (November 2013).



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: LIBRARY 610**

**GOAL:** Maintain accurate and current library standards

**OBJECTIVES:**

1. Create an in-house committee to review all library policies and procedures for relevancy, currency, and clarity.
2. Review, revise, and ultimately bring to the Board of Trustees for approval a to-be-determined number of policies per year (January 2014).

**MAJOR BUDGET COMPONENTS**

Staffing: \$716,253.00

The Library Director retired after twenty-three years of service to Scituate, with a new Director appointed December 3, 2012. The Teen Librarian has settled in nicely and has been active in school activities and creating new library programs. The new Children's Librarian has been on the job for six months. The Library was able to fill a vacant A-6 position that is shared between Circulation and Technical Services. The Library was also able to re-open the eight hours that were reduced in FY11. The new Teen Librarian began in August and the new Children's Librarian started in January. The support staff stepped up to make the transition as smooth as possible. This budget as configured, qualifies the library for certification by the Massachusetts Board of Library Commissioners.

Direct service to the public:

- Circulation of materials, including check-in/check-out
- Management of holds (64,102 items coming in for Scituate patrons or going out to other libraries)
- School visits to the library as well as Librarians visits to the schools
- Great Reads Book Discussion (afternoon and expanding to an evening group in fall)
- Community bulletin boards in the vestibule
- Booking Museum passes and scheduling meeting room

Support services:

- Collection management of materials (ordering, receiving, paying, cataloging, processing, weeding out-of-date materials)
- Magazine collection management (ordering through jobber, cataloging, processing, claiming missing issues, de-accessioning)
- Website management
- Staff training



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: LIBRARY 610**

Administrative services:

- Monthly Trustees Meetings
- Monthly Foundation Meetings
- Payroll
- Weekly deposits
- Staff scheduling and time management
- Bookkeeping
- Grant writing and management

Materials, OCLN Membership, Supplies, etc. \$192,641

- Membership in the Old Colony Library Network
- Special Agency Supplies (Books, audiobooks, e-books, DVD's, CD's etc.)
- Routine replacement of 6 PC's per year

Building Management: \$51,200.00

- Emergency repairs
- Maintenance contracts (elevator, pest control, alarms, etc.)

**FY 2014 RISKS AND CHALLENGES**

State Aid to Public Libraries has sustained a 30% decrease since 2010. The total reduction will amount to \$28,000 by 2013. Since the 2007 override, the municipal materials budget for the library has remained unchanged at \$120,000 even though demand for books, magazines, audiobooks, DVD's, CD's and e-books has grown.

Staffing: More frequent staff turnover in the next five years is likely and may require reshuffling of job responsibilities, library tasks, and schedules.

Technology: This budget includes replacement of six PC's. Eight staff and ten public computers need to be replaced in the next three years. Databases are now a major component of our services. Due to state budget cuts, database subscriptions have been cut on the state level. This budget includes \$4,000 in database subscriptions to help cover the gap in what the state is offering and what our patrons are demanding. Additionally more users are turning to the library for e-books and downloadable audiobooks through our website. Additional funds have been included in the book budget to help purchase more titles to meet the growing demand for electronic resources, including: more downloadable e- and audiobook selections; electronic titles that support the school curriculum; more electronic access to newspapers and magazines.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: LIBRARY 610**

**Building limitations:** The library collection is constantly being evaluated, weeded and sometimes relocated due to space limits. Teens, adults, tutors and WiFi users compete for seating. Other than MamaSteph and the Mother/Daughter Book group, all children's programs are held in the Children's Room, which adds to the noise level on the main floor.

**Roof:** A new roof has been in the Capital Plan since 2007. The roof is beginning to deteriorate and will have to be replaced soon if the Library Construction grant does not get funded by the town.

**DEPARTMENTAL ACCOMPLISHMENTS**

- The library was awarded a provisional grant from the Public Library Construction Grant in October 2012 for a renovation/expansion project. The project is for a total of \$12 million with the grant funding \$5 million, or a little more than 40% of the total project cost. The Scituate Library Foundation is actively pursuing private donations to offset the \$7 million not covered by the grant.
- FY12 was another busy year at the Scituate Town Library. The library circulated 262,136 items and had approximately 154,000 visitors. A total of 11,396 children and caregivers attended programs for families and children; 2,888 attended programs for young adults; and 2,016 attended programs for adults. In the same year, approximately 12,000 patrons used the library's computers and 13,251 reference questions were answered.
- In March, the library hosted the 4th Annual Volunteer Fair and consequently increased the use of volunteers in the library. Teen volunteers run the weekly PJ Storytime on Tuesday evenings and their Lego Club is still the most popular program. The "Latin Club" for 4th through 6th grades is now in its third year. The "Homework Club", on Wednesday afternoon is well attended.
- Scituate has begun purchasing e-books through an Advantage program with Overdrive. These titles are restricted to Scituate residents only. Staff has noticed an increase in patrons requesting help with their e-reading devices. Handouts have been developed and are updated periodically to keep up with the latest versions.
- Partnering with One Life at a Time, a non-profit organization that offers free services to job seekers such as cover letter and resume writing, searching for employment through various websites, and how to handle the interview process.
- The Scituate Arts Association hosted seven "Meet the Artists" programs during the year.
- Programs were offered throughout the year and some of the more popular ones were:
  - Children's: Astronomy Day at the Library ; Big Ryan Tall Tales ; MamaSteph ; Knit two together (a mother/daughter knitting group) ; Music & movement with Diana Kane ; Kid power with Mike McCusker; Family Board game night.
  - Parents: Helping your child develop better sleeping habits ; Helping you child to develop better eating Habits ; Moving pass defiance & tantrums ; Research awareness for parents.
  - Teens: Harry Potter Trivia ; Guitar hero tournament ; Star War Symposium ; Hunger Game Anonymous.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: LIBRARY 610**

- Adult: Using the sky to know where you are – Celestial navigation ; Tom Lawson’s Dreamwold ;World of Beatrix Potter ; Intro to mindful meditation ; Authentically you wellness.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: LIBRARY 610**

DESCRIPTION OF REVENUE	Year To Date				COMMENTS
	FY/11	FY/12	FY/13	FY/14 Projected	
State Aid	\$15,783.00	\$15,666.00	*\$15,034.00	unknown	*State aid FY13 is known but not received
Friends of the Library	\$30,000.00	*\$33,289.00	unknown	unknown	*Friends funding reflects what has been committed as well as spent
Gifts	\$6,904.00	\$2,517.00	\$10,963.00	unknown	
Trust Funds	\$143.00	\$145.00	\$145.00	\$145.00	
Library Foundation	\$16,145.00	\$0.00	\$0.00	\$0.00	
Lost Books	<u>\$3,620.00</u>	<u>\$2,741.00</u>	<u>\$1,816.00</u>	<u>unknown</u>	
Total:	\$68,975.00	\$54,358.00	\$27,958.00	\$145.00	



Town of Scituate

610 Library-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Advisory/Selectmen Approved

Account Description FY11 Expended FY12 Expended Appropriations FY13 Requested FY14 Town Admin Requested FY14 Board of Selectmen FY14 Advisory Committee

001.610.0510.5110.0000.0000	REGULAR SALARIES	\$450,114.28	\$450,600.14	\$497,853.00	\$494,688.00	\$500,910.00	\$0.00	\$0.00
001.610.0510.5130.0000.0000	LONGEVITY	\$9,500.00	\$12,021.92	\$10,800.00	\$10,300.00	\$10,300.00	\$0.00	\$0.00
001.610.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$2,000.00	\$3,000.00	\$2,500.00	\$2,500.00	\$0.00	\$0.00
001.610.0510.5180.0000.0000	PART-TIME SALARIES	\$183,092.86	\$185,631.10	\$197,806.00	\$201,790.00	\$203,816.00	\$0.00	\$0.00
001.610.0510.5191.0000.0000	OTHER SALARIES	\$4,929.12	\$4,719.58	\$6,577.00	\$6,975.00	\$7,064.00	\$0.00	\$0.00
SCHEDULE: PERSONAL SERVICES - 0510		\$647,636.26	\$654,972.74	\$716,036.00	\$716,253.00	\$724,590.00	\$0.00	\$0.00
001.610.0520.5211.0000.0000	ELECTRICITY	\$20,050.46	\$23,914.70	\$22,000.00	\$24,000.00	\$22,000.00	\$0.00	\$0.00
001.610.0520.5213.0000.0000	NATURAL GAS	\$5,237.12	\$3,316.31	\$5,400.00	\$5,000.00	\$5,000.00	\$0.00	\$0.00
001.610.0520.5231.0000.0000	WATER/SEWER	\$383.02	\$96.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
001.610.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$4,689.85	\$6,278.61	\$900.00	\$7,000.00	\$900.00	\$0.00	\$0.00
001.610.0520.5242.0000.0000	REPAIRMAINT PROPEQUI	\$14,732.37	\$12,694.52	\$14,750.00	\$14,000.00	\$13,000.00	\$0.00	\$0.00
001.610.0520.5308.0000.0000	TRAINING	\$127.00	\$155.00	\$200.00	\$200.00	\$200.00	\$0.00	\$0.00
001.610.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$250.00	\$300.00	\$300.00	\$0.00	\$0.00
001.610.0520.5343.0000.0000	BINDING & PRINTING	\$250.00	\$476.30	\$600.00	\$600.00	\$600.00	\$0.00	\$0.00
001.610.0520.5344.0000.0000	POSTAGE	\$217.70	\$366.00	\$250.00	\$200.00	\$250.00	\$0.00	\$0.00
001.610.0520.5382.0000.0000	CUSTODIAL SERVICES	\$1,392.00	\$1,392.00	\$1,500.00	\$1,500.00	\$1,500.00	\$0.00	\$0.00
001.610.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$530.22	\$1,291.68	\$600.00	\$1,300.00	\$1,000.00	\$0.00	\$0.00
001.610.0520.5731.0000.0000	PROFESSIONAL DUES & SUB	\$904.75	\$0.00	\$925.00	\$950.00	\$925.00	\$0.00	\$0.00
001.610.0520.5732.0000.0000	OCLN DUES	\$31,087.00	\$32,668.00	\$34,968.00	\$35,591.00	\$35,591.00	\$0.00	\$0.00
001.610.0520.5733.0000.0000	OTHER SUBSCRIPTIONS	\$11,277.45	\$13,219.08	\$8,000.00	\$11,000.00	\$10,000.00	\$0.00	\$0.00
SCHEDULE: PURCHASE OF SERVICES - 0520		\$90,878.94	\$95,868.46	\$90,343.00	\$101,641.00	\$91,266.00	\$0.00	\$0.00

Town of Scituate

610 Library-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance     Round to whole dollars     Account on new page

From Date: 1/1/2013    To Date: 1/31/2013

Definition: FY14 Advisory/Selectmen Approved

Account	Description	FY11 Expended	FY12 Expended	FY13 Appropriations	FY14 Dept Requested	FY14 Town Admin Requested	FY14 Board of Selectmen	FY14 Advisory Committee
001.610.0540.5420.0000.0000	OFFICE SUPPLIES	\$310.02	\$334.10	\$400.00	\$500.00	\$500.00	\$0.00	\$0.00
001.610.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIES	\$122,464.29	\$123,359.66	\$122,761.00	\$122,800.00	\$124,000.00	\$0.00	\$0.00
001.610.0540.5425.0000.0000	PRINTING & FORMS	\$5,726.58	\$5,570.56	\$5,750.00	\$5,000.00	\$5,000.00	\$0.00	\$0.00
001.610.0540.5451.0000.0000	CLEANING SUPPLIES	\$2,187.09	\$1,963.40	\$1,500.00	\$2,200.00	\$1,900.00	\$0.00	\$0.00
001.610.0540.5580.0000.0000	OTHER SUPPLIES	\$3,125.96	\$3,832.79	\$4,500.00	\$4,500.00	\$4,200.00	\$0.00	\$0.00
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$133,813.94	\$135,060.51	\$134,911.00	\$135,000.00	\$135,600.00	\$0.00	\$0.00
001.610.0580.5851.0000.0000	EQUIPMENT	\$2,510.82	\$2,510.82	\$5,000.00	\$7,200.00	\$5,000.00	\$0.00	\$0.00
SCHEDULE: CAPITAL OUTLAY - 0580		\$2,510.82	\$2,510.82	\$5,000.00	\$7,200.00	\$5,000.00	\$0.00	\$0.00
001.610.0900.5200.0000.0000	Library PY Encum 5200	\$0.00	\$0.00	\$370.00	\$0.00	\$0.00	\$0.00	\$0.00
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$0.00	\$0.00	\$370.00	\$0.00	\$0.00	\$0.00	\$0.00
DEPT: LIBRARY - 610		\$874,839.96	\$888,412.53	\$946,660.00	\$960,094.00	\$956,456.00	\$0.00	\$0.00
Grand Total:		\$874,839.96	\$888,412.53	\$946,660.00	\$960,094.00	\$956,456.00	\$0.00	\$0.00

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: RECREATION 630**

**MISSION STATEMENT**

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

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Improve the Operations of the Department

**OBJECTIVES:**

1. Facilitate discussion with Scituate Public Schools on improving/restructuring the building permit process; to reduce administrative and approval time. August 2013
2. Institute monthly staff on-line software training (90 minute sessions); to increase the department's efficiency. September 2013
3. Improve communication in all areas of the department. To ensure all staff is aware of any program changes, updates to schedules, cancellations, field closings, etc... July 2013

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

**OBJECTIVES:**

1. Investigate an improved way to transport the lifeguard rescue equipment from the storage sheds in the parking lots onto the beaches. July 2013
2. Implement additional staff training on the treatment of equipment. Supplementary training on how to properly care, operate and store the equipment and extend useful life. July 2013
3. Working with D.P.W. investigate the possibility of expanding & improving parking at beaches.

**GOAL:** Collaborate with the Scituate Public Schools and C.O.R.S.E. Foundation on extended summer services program integration with recreation summer programs

**OBJECTIVES:**

1. Organize development meetings with SPS SPED Director, Camp Directors and C.O.R.S.E. President.
2. Determine and design programs.
3. Write budgets, both for SPS services in July and any additional programs C.O.R.S.E. may supplement in August.
4. Market and operationalize programs.
5. Evaluate programs for quality enhancements.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: RECREATION 630**

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

1. Streamline the process with the Public Grounds for the scheduling of lining & cutting the fields after inclement weather; in order to ensure all fields are ready to host games. September 2013
2. Coordinate with the Town Planner, Town Administrator & other Town officials to provide signage at the fields that would be consistent/uniform with other public signs throughout Town. October 2013
3. Investigate, contract and schedule regular cleaning & sanitization of the Community Turf field; to increase cleanliness and extended use. October 2013

**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 373 programs per year. This entails planning, staffing (155 seasonal employees as well as 200 volunteers...who volunteered over 3000 hours!!) and registering over 4500 participants per year. 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).

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 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 issued 200 permits last year.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: RECREATION 630**

**FY 13 RISKS AND CHALLENGES**

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

We are responsible for over 155 seasonal employees, 44 independent contractors, over 200 volunteers, 373 programs, 32,000 hours of programming, programmed on average 137 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 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 \$371,606.63 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 400 purchase orders last year as well as kept correct records of all invoices.

Manually kept precise and complete time sheets for each employee.

Must keep scrupulous records on all employees & independent contractors. 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 task 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.

A long time concern for the Recreation Department has been to find enough dedicated space from which to conduct our daily administrative business, operate our programs and store the department's vast array of equipment under one roof. Currently, our equipment is stored in various locations throughout the town making management/inventory cumbersome. While the Department has its own specific space needs it has been open



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: RECREATION 630**

to and involved in discussion about using dedicated space in a larger Community Center facility. We look forward to the findings of the Public Facilities Master Plan

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**

The turn- over in staff (the Recreation Clerk) has been extremely challenging (three times in less than a year) and the implementation & training on the new Recreation Software although exciting has been very demanding (and the learning curve continues to be taxing).

Despite these challenges, the Department has not skipped a beat. We continue to do whatever it takes to complete the job or task at hand; whether it means early morning, late nights or weekends. The department is fortunate to have amazing support staff.

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.

Implemented and trained on our new "Online registration"; requiring much time and commitment and was quite successful.

Installed a public kiosk in the office (with the assistance of the Town's IT Director).

Oversee and manage the Beach Revolving account.

Hosted the South Shore's First Premier Recreation Training with nearly 300 counselors participating from nine different communities.

Through volunteer program over 3000 hours were given back to the Community by both students and adults!

Awarded first annual "Scituate Recreation Community Spirit Award". This award will annually go to an individual who has significantly contributed his or her time to our community and specifically to the Scituate Recreation Department, while demonstrating good character, leadership and enthusiasm.

Continue to work closely with the Beach Study Committee.

Created "Teen All Stars Extreme". Pilot summer program that was very well received. Participants enjoyed a variety of activities that were geared towards building teen-based social interactions. Summer Extreme ran for one week for teens ages 13+. Provided facilitative assistance for teens identified with learning disabilities or special needs. The program was a combination of summer field trip experiences and on-site group activities.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: RECREATION 630**

**FIELD PERMIT FEES AND RENTALS FY2012**

Organization	Fees	Rental
<b><u>fall 2011</u></b>		
Mass Elite Lacrosse rental of turf field		\$2,000.00
Youth League Football	\$1,645.00	
Scituate Youth Center	<u>\$4,856.00</u>	
	<b>\$6,501.00</b>	
<b><u>spring 2012</u></b>		
Little League	\$3,500.00	
Girls Travel Softball	\$250.00	
Senior Softball League (MSSL)	\$850.00	
Lacrosse	<u>\$2,000.00</u>	
<b>Total</b>	<b>\$6,600.00</b>	
	<b><u>\$13,101.00</u></b>	
Field Co-Coordinator FY12	\$4,380.00	
Signage	<u>\$2,457.00</u>	
Total expenses	<b><u>(\$6,837.00)</u></b>	
<b>Net Revenue</b>		<b><u>\$6,264.00</u></b>
<b><u>FY 13 YTD</u></b>		
Scituate Youth Center Tennis	\$525.00	
Scituate Soccer Club soccer spring and fall	\$2,000.00	
<u>Scituate Youth Center fall soccer</u>	<u>\$3,900.00</u>	
	<b>\$6,425.00</b>	



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: RECREATION 630**

**REVOLVING ACCOUNT BUDGET FY2012**

<b>Total Income</b>	<b>Credits/RefundTotal</b>	<b>Revenues</b>	<b>(Expenses)</b>	<b>Net Revenue</b>
\$371,606.63	\$22,481.25	\$349,125.05	\$302,727.98	\$46,397.07

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

**OFFICE SUPPLIES**

Copier Supplies and Maintenance \$2,352.35

(includes monthly lease, toner and maintenance  
above and beyond budgeted amount)

MRPA Entertainment Showcase \$30.00

Custodial services \$200.00

Brochure Printing and Distribution \$10,083.99

Office Supplies \$1127.49

(Pens, paper clips, printer cart, colored paper,  
tape, files, mouse, batteries, posters, etc.)

Poland Springs \$300.00

**Total Office Supplies: \$14,093.83**

**COMPUTER SUPPORT**

ActiveNet \$4,127.50

Computers & Adapters \$3,658.11

Total Computer Support \$7,785.61





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: RECREATION 630**

**OFFICE STAFF PAYROLL**

Office payroll (not associated with a program) \$15,074.75

**TOTAL ADDITIONAL EXPENSE**  
**SUPPORT BY REVOLVING: \$36,954.19**

**NET REVENUE FROM PROGRAMS: \$46,397.07**

**EXPENSES NOT RELATED TO PROGRAM: (\$36,954.19)**

**\$9442.08**

Town of Scituate

630 Recreation-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request FY14 Town Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001.630.0510.5110.0000.0000	REGULAR SALARIES	\$75,233.77	\$78,274.00	\$42,147.56	\$78,274.00	\$78,274.00				
001.630.0510.5130.0000.0000	LONGEVITY	\$1,800.00	\$1,800.00	\$550.00	\$1,800.00	\$1,800.00				
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	\$41,637.20	\$44,059.00	\$24,309.21	\$42,435.00	\$42,435.00				
001.630.0510.5190.0000.0000	SEASONAL SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
001.630.0510.5191.0000.0000	OTHER SALARIES	\$763.45	\$1,055.00	\$440.95	\$1,062.00	\$1,062.00				
SCHEDULE: PERSONAL SERVICES - 0510		\$119,434.42	\$125,188.00	\$67,447.72	\$123,571.00	\$123,571.00				
001.630.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
001.630.0520.5311.0000.0000	SUPPORT SERVICES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
001.630.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$450.00	\$0.00	\$475.00	\$475.00				
001.630.0520.5344.0000.0000	POSTAGE	\$642.50	\$800.00	\$178.50	\$800.00	\$800.00				
001.630.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$0.00	\$200.00	\$0.00	\$150.00	\$150.00				
001.630.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$0.00	\$75.00	\$0.00	\$0.00	\$0.00				
SCHEDULE: PURCHASE OF SERVICES - 0520		\$642.50	\$1,525.00	\$178.50	\$1,425.00	\$1,425.00				
001.630.0540.5420.0000.0000	OFFICE SUPPLIES	\$0.00	\$400.00	\$0.00	\$400.00	\$375.00				
001.630.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
001.630.0540.5451.0000.0000	CLEANING SUPPLIES	\$0.00	\$275.00	\$0.00	\$275.00	\$275.00				
001.630.0540.5581.0000.0000	CLOTHING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$0.00	\$675.00	\$0.00	\$675.00	\$650.00				
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				

Town of Scituate

630 Recreation-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
001.630.0900.5200.0000.0000	Recreation PY Encum 5200	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.630.0900.5400.0000.0000	Recreation PY Encum 5400	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.630.0900.5800.0000.0000	Recreation PY Encum 5800	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
DEPT: RECREATION - 630		\$120,076.92	\$127,388.00	\$67,626.22	\$125,671.00	\$125,646.00		
Grand Total:		\$120,076.92	\$127,388.00	\$67,626.22	\$125,671.00	\$125,646.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: BEAUTIFICATION 650**

**MISSION STATEMENT**

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

**FY/2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Sustain Scituate's twelve railroad-crossing islands with their singularly attractive plantings.

**OBJECTIVES:**

- Obtain competitive quotes for the labor to maintain these islands at a reasonable price.
- Keep costs down by finding alternative perennials for ones that need frequent replanting.
- Use the Town's Summer Interns to water plantings.

**GOAL:** Realize our mission by continuing to:

**OBJECTIVES:**

- Provide annuals and perennials for our Merchant Flower Program and Adopt-a-Lot Program.
- Provide support to our Merchant participants and volunteer Caretakers.
- Maintain traffic islands that are unsafe for volunteers by using a professional landscape firm.

**GOAL:** Further our mission by increasing Merchant participation in the Harbor and North Scituate Merchant Flowers Programs.

- Solicit feedback from Merchants who don't participate in our Program to understand their issues and address those issues, if possible.
- Conduct popular vote during summer to stimulate friendly competition.
- Give timely recognition of Merchants' efforts.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: BEAUTIFICATION 650**

**GOAL:** Expand our mission to include elimination of trash and litter from streets and roadways.

**OBJECTIVES:**

- Work with schools to foster anti-litter attitudes in students.
- Continue to organize Ship Shape Day (SSD) for a Town-wide cleanup in the spring.
- Continue cooperation with Sustainable Scituate on SSD to publicize our focus on recycling and to educate volunteers about proper sorting.
- Work with DPW Transfer Station employees to verify that recyclables have been correctly sorted and obtain a count.

**GOAL:** Continue recruitment efforts to establish pool of volunteers to be Adopt-a-Lot Caretakers, to occasionally assist Caretakers, and to serve on the Commission.

**OBJECTIVES:**

- Distribute SBC Brochure at appropriate venues.
- Redesign Web page to publicize SBC accomplishments and opportunities.
- Generate interest through videos, which highlight Caretakers and their islands, and show the videos on SCTV.

**GOAL:** Raise awareness of invasive plants in the local area.

**OBJECTIVES:**

- Use SBC website to educate the public about problem plants and methods of eradicating them.
- Disseminate information at local nurseries, Ship Shape Day and other appropriate venues.

**MAJOR BUDGET COMPONENTS**

We are requesting \$19,500 in the FY 20113-2014 Budget, which is a reduction of ~5% from the previous year.

- 54% - Plants, both annuals and perennials, and related landscape supplies such as potting soil and soil amendments for Merchants



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: BEAUTIFICATION 650**

- Flower Programs in Harbor and North Scituate commercial areas, Adopt-a-Lot Program for which volunteers provide labor, plus 6 other traffic islands and 12 Railroad Crossing islands which are maintained by a professional landscaper.
- 46% - Labor costs for professional landscaper to maintain 6 highly visible “gateway” islands, which traffic volume has rendered unsafe for volunteers, twelve Railroad Crossing islands, also unsafe for volunteers, and to assist volunteer Caretakers with heavy work like plant dividing.

**FY 14 RISKS AND CHALLENGES**

- The Commission benefited from unexpected in-kind donations in FY 12 of nearly \$2,000, for which we are very grateful, but which have the negative effect of making our budget planning appear out of line with actual expenditures. We can't count on receiving donations, yet we are now at risk of our FY 14 Budget Request being cut back.
- The Commission has designated Adopt-a-Lots at Town Hall to enhance the landscaping at this significant Town building. Commissioners felt it was important to focus resources here, but the total cost will most likely have to be spread over several years.
- As the ocean level rises and storms worsen, flooding will impact some of our Harbor front gardens more and more. Costs for replacements and restoration of the gardens cannot be anticipated.
- Changing climate and weather patterns will affect our herbaceous material in ways we can't always foretell. It will be a challenge to adapt our plantings and soil and pest management so that we continue to have great looking gardens when we don't know exactly what problems we will face next summer.
- Significant increases in costs for landscape supplies will reduce the materials and plants available to accomplish our mission. Increases in the cost of heating oil and gas, for example, can affect the prices our growers and service providers pass on to us.
- Labor costs are highly variable, depending on weather conditions through the summer and the number of volunteers who participate as Caretakers. Ideal growing conditions and/or loss of volunteers could result in much higher charges for labor.
- It is a constant challenge to attract volunteers to be Caretakers, Caretaker helpers and to serve on the Commission.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: BEAUTIFICATION 650**

**DEPARTMENTAL ACCOMPLISHMENTS**

- Maintained 31 Adopt-a-Lots and 6 traffic islands around Town in beautiful, colorful condition with the help of 35 Volunteer Caretakers of record.
- Accepted Itchy's Corner and its group of neighborhood caretakers into the AaL Program. We also adopted Town Hall and will begin to organize volunteers and resources to make the landscaping more attractive at this important Town building.
- Funding the maintenance of the Railroad Crossing Islands became our responsibility in July. We converted one RR Crossing island to an Adopt-a-Lot temporarily, in order to determine if it will work out satisfactorily for a Caretaker, since it does not have a source of water. We then obtained a contract for 12 RR Crossing islands to lock in cost for maintenance through December 2013.
- Continued our Merchant Flowers Program in North Scituate and the Harbor with 51 merchants participating. Selected first and second place winners in two categories in each commercial district from among all merchants by a popular vote and publicly recognized the winners.
- Completed soil tests for all AaL's and worked with Caretakers to implement the application of soil amendments to build organically rich planting beds.
- Enjoyed record participation on Ship Shape Day, resulting in about 10 tons of trash being collected. We used new orange bags for recyclables in addition to the green Ship Shape Day bags, and offered reflective safety vests to our volunteers.

Town of Scituate

Budget 650 Beautification Commission

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.650.0520.5242.0000.0000	REPAIR/MAINT PROP/EQ	\$3,864.00	\$9,000.00	\$4,171.88	\$0.00	\$0.00		
-----------------------------	----------------------	------------	------------	------------	--------	--------	--	--

001.650.0520.5309.0000.0000	TECHNICAL SERVICES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
-----------------------------	--------------------	--------	--------	--------	--------	--------	--	--

001.650.0520.5344.0000.0000	POSTAGE	\$0.00	\$35.00	\$0.00	\$0.00	\$0.00		
-----------------------------	---------	--------	---------	--------	--------	--------	--	--

SCHEDULE: PURCHASE OF SERVICES - 0520		\$3,864.00	\$9,035.00	\$4,171.88	\$0.00	\$0.00		
---------------------------------------	--	------------	------------	------------	--------	--------	--	--

001.650.0540.5420.0000.0000	OFFICE SUPPLIES	\$79.82	\$165.00	\$0.00	\$0.00	\$0.00		
-----------------------------	-----------------	---------	----------	--------	--------	--------	--	--

001.650.0540.5425.0000.0000	PRINTING & FORMS	\$216.10	\$400.00	\$0.00	\$0.00	\$0.00		
-----------------------------	------------------	----------	----------	--------	--------	--------	--	--

001.650.0540.5462.0000.0000	LANDSCAPING SUPPLIES	\$462.98	\$10,900.00	\$247.94	\$19,500.00	\$19,500.00		
-----------------------------	----------------------	----------	-------------	----------	-------------	-------------	--	--

SCHEDULE: MATERIALS & SUPPLIES - 0540		\$758.90	\$11,465.00	\$247.94	\$19,500.00	\$19,500.00		
---------------------------------------	--	----------	-------------	----------	-------------	-------------	--	--

Grand Total:		\$4,622.90	\$20,500.00	\$4,419.82	\$19,500.00	\$19,500.00		
--------------	--	------------	-------------	------------	-------------	-------------	--	--

End of Report





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: HISTORICAL COMMISSION 691**

**MISSION STATEMENT**

A municipality is judged in good part by how well its historical properties are maintained. Scituate has eight town-owned historical structures: Cudworth House (1797), Scituate Lighthouse (1811), Mann Farmhouse (1825), Massachusetts Humane Boathouse (1896), Irish Moss Shed (1899), Lawson Tower (1902), Lawson Gates (1902). And the Bates House circa 1665 acquired with CPC funds in May of 2011.

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 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

The Scituate Historical Society oversees the operation and maintenance needs of the eight 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 Town also gave custody and administration of the Lawson Gates to the Society at the 1972 Town Meeting. When the Bates House was acquired by the town, the Society set aside \$25,000 for maintenance and other costs. When the life estate tenant leaves the property, the Society will collect rents from the new tenant and will pay for routine maintenance and other costs. The Scituate Historical Society has not requested formal control of the other sites, but we act on the town's behalf overseeing the other town-owned historical 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**

A large part of this budget involves Purchase of Services (POS)..POS 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. In FY 2013 we requested \$5,500.00 for repairs. Numerous repairs are needed especially at the Cudworth House, Humane Boathouse and the Irish Moss Storage Shed. However, we feel that for FY 2014 \$5,500.00 will be adequate.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: HISTORICAL COMMISSION 691**

We attempt to anticipate one to five years in advance what repairs will be required at all 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 Cudworth House so all repairs must come from the town. The same is true for Lawson Tower, the Massachusetts Humane Boathouse, and the Irish Moss Shed.

**FY 14 RISKS AND CHALLENGES**

If there is not adequate funding to maintain the town's historic properties, small problems will escalate to major problems.

The town has spent a large sum of money in recent years at Lawson Tower. There are two issues there. The bells need to be inspected on a regular basis due to the salt air environment. The company that does the inspection strongly recommends that inspections be done twice a year.

The clerk of the works for the re-shingling project in 2004 tells us that the exterior of the tower should now be inspected to insure that no issues have developed. He also tells us that the exterior trim needs to be repainted. We have submitted a CPC request to have that work done.

Scituate Lighthouse: The Lighthouse Rental Account should be able to handle ordinary repairs required there. The balance in the rental account as of November 27, 2012 is \$35,297.16.

Mann House: The balance in the Mann House Rental Account as of November 27, 2012 is \$5,728.27. 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 2014. Repairs needed include repairs to two windows, installation of several interior storm windows, repair of powder post beetle damage, and repainting of exterior trim. The exact cost is not known, but probably less than \$5,000.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: HISTORICAL COMMISSION 691**

**DEPARTMENTAL ACCOMPLISHMENTS**

In early January, all work was completed to the utility room at Scituate Light. The work totally restored that part of the lighthouse and visitors to the lighthouse can now go into that area and see additional exhibits there.

In the spring of 2012 work started on the new footings for the relocation of the Massachusetts Humane Society Boathouse at Scituate Marine Park. In June the Boathouse was lifted by crane to its new location. The boathouse was ready for use by the Scituate Recreation sailing program in late June. Over 200 youths were able to have their classroom sailing instruction in the boathouse without any interruption. The boathouse move was requested by the Scituate Waterways Commission in order to create a wider entrance into the boatyard. This boathouse is one of only three or four still existing in the state.

In September CPC work began on repairs at the Old Oaken Bucket House. Repairs included a new roof on the shed and museum ell. The ell was constructed in the mid 1650's. All sills under the shed and museum were replaced; new side wall shingles were installed; two windows were replaced; and all trim work was primed and re-painted.

Also in September CPC funded work started on Gristmill Park. Gristmill Park is adjacent to the Stockbridge Gristmill. This new park will enhance the visit for tourists and townspeople. The Town purchased the Bates House in the spring of 2011 with CPC funds. During the 2012 tour season several hundred people visited the house.

DESCRIPTION				
OF REVENUE		YTD		
FY/11	FY/12	FY/13	FY/14	Comments
\$4,333.49	\$6,700	\$12,200.00	\$10,350.00	

Town of Scituate

Historical budget 691

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

001.691.0520.5211.0000.0000	ELECTRICITY	\$885.35	\$1,500.00	\$641.37	\$1,500.00	\$1,500.00	\$1,500.00	_____
ACCT: ELECTRICITY - 5211		\$885.35	\$1,500.00	\$641.37	\$1,500.00	\$1,500.00	\$1,500.00	_____
001.691.0520.5213.0000.0000	NATURAL GAS	\$254.39	\$1,500.00	\$107.47	\$1,500.00	\$1,500.00	\$1,500.00	_____
ACCT: NATURAL GAS - 5213		\$254.39	\$1,500.00	\$107.47	\$1,500.00	\$1,500.00	\$1,500.00	_____
001.691.0520.5231.0000.0000	WATER/SEWER	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	_____
ACCT: WATER/SEWER - 5231		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	_____
001.691.0520.5242.0000.0000	REPAIR/MAINT PROP/EQ	\$1,866.00	\$5,500.00	\$710.00	\$5,500.00	\$5,500.00	\$5,500.00	_____
ACCT: REPAIR/MAINT PROP/EQ - 5242		\$1,866.00	\$5,500.00	\$710.00	\$5,500.00	\$5,500.00	\$5,500.00	_____
001.691.0520.5341.0000.0000	TELEPHONE	\$1,892.72	\$1,850.00	\$1,693.51	\$1,850.00	\$1,850.00	\$1,850.00	_____
ACCT: TELEPHONE - 5341		\$1,892.72	\$1,850.00	\$1,693.51	\$1,850.00	\$1,850.00	\$1,850.00	_____
SCHEDULE: PURCHASE OF SERVICES - 0520		\$4,898.46	\$10,350.00	\$3,152.35	\$10,350.00	\$10,350.00	\$10,350.00	_____
DEPT: HISTORICAL BUILDINGS - 691		\$4,898.46	\$10,350.00	\$3,152.35	\$10,350.00	\$10,350.00	\$10,350.00	_____
Grand Total:		\$4,898.46	\$10,350.00	\$3,152.35	\$10,350.00	\$10,350.00	\$10,350.00	_____

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: DEBT & INTEREST 720**

**MISSION STATEMENT**

The Treasurer/Collector is responsible for coordinating all Town borrowing for both the tax supported and 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; MA Water Pollution Abatement Trust (MWPAT) interim short-term, and long-term bonds; and interfund advance borrowings. The Treasurer/Collector works closely with the Town's financial advisor, and bond council to implement borrowing for departments in compliance with MA General Law upon the assistance of the Town Clerk, Board of Selectmen, Town Administrator, and the Town Accountant to fulfill requirements of that role properly.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

For FY14, the total existing debt-excluded and tax-supported debt is \$2,347,632 while the total revenue-supported Enterprise Fund (EF) debt is \$3,880,578. It's the goal of the Treasurer/Collector to collaborate with the fiscal advisor to obtain the best possible rates for the Town, and to provide timely funding as requested by the various Town Department cash-flow plans in the most efficient manner possible.

**MAJOR BUDGET COMPONENTS**

For FY14 the Debt Budget (as of 11/19/12):

General Fund Debt includes:

- Tax-Supported Non-Exempt Debt of \$1,424,359 (principal and interest)
- Tax-Supported Exempt Debt of \$923,273 (principal and interest).

Five individual Enterprise Fund Debt Budgets: (found within department budgets submitted as follows)

- Sewer \$2,253,470
- Water \$696,025
- Transfer \$78,967
- Waterways \$473,554
- Golf \$378,563

**FY 14 RISKS AND CHALLENGES**

The debt plan is a comprehensive summary of existing debt. It is a challenging task to foresee the proper timing of borrowing throughout the fiscal years based on multiple conversations with relevant department heads, and convey that to the financial advisor. Projects are often based on permitting approvals, proper weather conditions, additional grant sources, best case scenario timeline, etc. that can cause delays, and/or urgent cash flow needs.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: DEBT & INTEREST 720**

**DEPARTMENTAL ACCOMPLISHMENTS**

The Town was able to borrow at a very low interest rate in November of FY13 and also received an increase in the bond rating from Standard and Poor's. The Town also received a significant premium amount during the bond sale process. Despite difficult economic times, the Town has been able to maintain a strong financial performance.

Town of Scituate

720 Debt-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended    FY13 Approp    FY13 Expended to Date    FY14 Dept Request    FY14 Town Admin Recomm    FY14 Board of Selectman    FY14 Advisory Committee

001.720.0590.5910.0000.0000	PRINCIPAL ON LONG-TERM	\$1,474,328.06	\$1,367,325.00	\$531,858.06	\$1,767,877.00	\$1,424,359.00			
001.720.0590.5915.0000.0000	INTEREST ON LONG-TERM	\$576,161.18	\$570,455.00	\$266,613.75	\$579,755.00	\$923,273.00			
001.720.0590.5925.0000.0000	INTEREST ON SHORT-TERM	\$0.00	\$104,820.00	\$19,573.98	\$10,000.00	\$15,000.00			
001.720.0590.5930.0000.0000	CERTIFICATION OF NOTES	\$3,565.88	\$5,000.00	\$0.00	\$5,000.00	\$0.00			
SCHEDULE: DEBT - 0590		\$2,054,055.12	\$2,047,600.00	\$818,045.79	\$2,362,632.00	\$2,362,632.00			
001.720.0900.5900.0000.0000	Debt Service PY Encum	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
Grand Total:		\$2,054,055.12	\$2,047,600.00	\$818,045.79	\$2,362,632.00	\$2,362,632.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: NON-CONTRIBUTORY PENSIONS 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 commonwealth reimburses the Town for past cost of living (COLA) adjustments granted through the year 1999. Currently, there are three remaining individuals receiving the pension benefit.

**MAJOR BUDGET COMPONENTS**

In November of 2011/FY12, the Plymouth County Retirement membership voted to increase the COLA base from \$12,000 to \$13,000 for retirees in FY13 and FY14.



Town of Scituate

910 Non-Contributory Pensions-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001,910,0512,5179,0000,0000	NON-CONTRIBUTORY PENS	\$61,808.64	\$62,979.00	\$36,737.54	\$62,979.00	\$62,979.00			
SCHEDULE: PENSION - 0512		\$61,808.64	\$62,979.00	\$36,737.54	\$62,979.00	\$62,979.00			
DEPT: NON-CONTRIBUTORY PENSIONS - 910		\$61,808.64	\$62,979.00	\$36,737.54	\$62,979.00	\$62,979.00			
Grand Total:		\$61,808.64	\$62,979.00	\$36,737.54	\$62,979.00	\$62,979.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: PLYMOUTH COUNTY RETIREMENT 911**

**MISSION STATEMENT**

Plymouth County Retirement (PCR) bills the Town annually for its share of their fiscal year appropriation. Scituate's FY14 is 6.65% 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 July assessment rather than the higher cost of the semi-annual payment that includes interest. For FY14, the savings to the Town equals \$71,037.

**MAJOR BUDGET COMPONENTS**

In November of 2011/FY12, the PCR membership voted to increase the COLA base from \$12,000 to \$13,000 for retirees in FY13 and FY14. PCR does expect a large increase for FY15. This information should become available in May 2013.

**FY 14 RISKS AND CHALLENGES**

The market fluctuations will continue to impact the unfunded liability payments 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 maintain the funding schedule. Legislative action has provided increased funding term limit options, but the PCR Board has resisted pressure from the membership to approve a reasonable extension that would provide municipal relief to budgets. The challenge will be to absorb the expected increases over the next several years with any reduced local aid. Market conditions play a major role in recovering, and maintaining the fund's balance.

Town of Scituate

911 Plymouth County Retirement-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended to Date

FY14 Dept Request

FY14 Town Admin Recomm

FY14 Board of Selectman

FY14 Advisory Committee

001.911.0512.5199.0000.0000	PLYMOUTH COUNTY RETIR	\$3,103,047.00	\$3,444,211.00	\$3,444,211.00	\$3,584,859.00	\$3,584,859.00		
001.911.0512.5966.0000.0000	TRANSFER TO OPEB LIABIL	\$14,983.00	\$68,884.00	\$68,884.00	\$71,740.00	\$71,740.00		
	SCHEDULE: PENSION - 0512	\$3,118,030.00	\$3,513,095.00	\$3,513,095.00	\$3,656,599.00	\$3,656,599.00		
	DEPT: PLYMOUTH COUNTY RETIREMENT - 911	\$3,118,030.00	\$3,513,095.00	\$3,513,095.00	\$3,656,599.00	\$3,656,599.00		
	Grand Total:	\$3,118,030.00	\$3,513,095.00	\$3,513,095.00	\$3,656,599.00	\$3,656,599.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: WORKERS' COMPENSATION 912**

**MISSION STATEMENT**

Town of Scituate

Analysis of Workers' Compensation Trust Fund

	Allocation	Actual Expense
FY 14	\$ 257,000.00	
FY 13	\$ 257,000.00	\$ 44,999YTD
FY 12	\$ 225,931.00	\$ 187,169.00
FY 11	\$ 190,000.00	\$ 164,938.00
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.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: WORKERS' COMPENSATION 912**

**FY 14 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 13 again shows required medical costs payments continue to drive the annual allocation. In May of 2012 available funds in the health insurance account were transferred into this Fund to continue to try and build its balance. Our new insurance carrier, MIIA provides a variety of training programs and staff has already taken advantage of several offerings. Our continuing goal is to minimize risk and injury through training .

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.

Town of Scituate

**Budget 912 Workers Compensation**

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001:912:0515:5199:0000:0000	WORKERS COMPENSATION	\$190,000.00	\$257,161.00	\$257,161.00	\$0.00	\$257,000.00			
SCHEDULE: EMPLOYEE BENEFITS - 0515		\$190,000.00	\$257,161.00	\$257,161.00	\$0.00	\$257,000.00			
Grand Total:		\$190,000.00	\$257,161.00	\$257,161.00	\$0.00	\$257,000.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: UNEMPLOYMENT 913**

Expenditure Summary	FY 10	FY 11_____	FY 12	FY 13	FY 14
Amount Appropriated	\$185,000	\$300,000	\$300,000	\$100,000	\$64,000
Amount Expended	\$ 83,600	\$201,137	\$ 86,000	\$ 16,204*	

\* Thru 11/12

**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. After two years of very high claims experience in FY 10 and FY 11, FY 12 and FY 13 YTD show a significant decrease in costs and the FY 14 recommended amount reflects this positive trend.

**FY 14 RISKS AND CHALLENGES**

The FY 14 appropriation again reflects an improvement in the Town's financial position thus negating the potential for layoffs. The expense assumptions reflect this trend with an attendant reduction in the budget from \$100,000 to \$64,000.

Town of Scituate

**Budget 913 Unemployment**

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended to Date

FY14 Dept Request

FY14 Town Admin Recomm

FY14 Board of Selectman

FY14 Advisory Committee

001:913:0515:5199:0000:0000	UNEMPLOYMENT INSURAN	\$55,147.51	\$100,000.00	\$26,588.59	\$0.00	\$64,000.00		
SCHEDULE: EMPLOYEE BENEFITS - 0515		\$55,147.51	\$100,000.00	\$26,588.59	\$0.00	\$64,000.00		
Grand Total:		\$55,147.51	\$100,000.00	\$26,588.59	\$0.00	\$64,000.00		

End of Report





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: 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 (MMHG), which is comprised of several Plymouth County municipalities, school districts, and 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.

**FY 2014 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. In addition to keeping abreast of changes in the law, and attending MMHG meetings, the Treasurer/Collector works with the Town Administrator and the Insurance Advisory Committee along with the Assistant Treasurer/Collector.

**MAJOR BUDGET COMPONENTS**

In FY13 the Town renegotiated with the unions pursuant to new legislation. The premium health insurance changed and employees are now offered Rate Saver and Benchmark plans. FY13 will have a substantial savings in health insurance costs to the Town. This savings will continue in FY14 although there will be an increase in the cost of some plans and the rates are projected to increase 6-8%.

**FY 14 RISKS AND CHALLENGES**

The major challenge is budgeting sufficient funding to provide coverage for new hires and those employees formerly covered elsewhere (e.g. spouse's plan). Spousal job losses can contribute to increased participation 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 coverage. There are always challenges coordinating in COBRA for those no longer employed by the Town. 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. This mandate is under review for a delayed implementation date in order to create a process for this new procedure. It will be a challenging year remaining in FY13, and into FY14 while maneuvering through these new processes for municipal government.

**DEPARTMENTAL ACCOMPLISHMENTS**

The staff continues to work towards improving and increasing communications 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.

Town of Scituate

914 Contributory Group Insurance-Summary

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended to Date

FY14 Dept Request

FY14 Town Admin Recomm

FY14 Board of Selectman

FY14 Advisory Committee

001.914.0515.5199.0000.0000	CONTRIBUTORY GROUP IN	\$5,115,061.39	\$5,508,907.00	\$3,218,033.76	\$5,208,364.00	\$5,210,000.00			
SCHEDULE: EMPLOYEE BENEFITS - 0515		\$5,115,061.39	\$5,508,907.00	\$3,218,033.76	\$5,208,364.00	\$5,210,000.00			
001.914.0900.5100.0000.0000	Prior Year Encumbrances	\$20,000.00	\$30,000.00	\$17,350.00	\$0.00	\$0.00			
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$20,000.00	\$30,000.00	\$17,350.00	\$0.00	\$0.00			
DEPT: CONTRIBUTORY GROUP INSURANCE - 914		\$5,135,061.39	\$5,538,907.00	\$3,235,383.76	\$5,208,364.00	\$5,210,000.00			
Grand Total:		\$5,135,061.39	\$5,538,907.00	\$3,235,383.76	\$5,208,364.00	\$5,210,000.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: FEDERAL TAXES 916**

**MISSION STATEMENT**

This appropriation funds the Town's federal employer contribution that matches the employees' 1.45% Medicare contribution.

**FY 14 RISKS AND CHALLENGES**

The annual challenge is to sufficiently fund the FICA cost to cover fluctuations in employment.

PER TOWN ADMINISTRATOR

\$574,729.00

Town of Scituate

**916 Federal Taxes-Summary**

Fiscal Year: 2012-2013

Print accounts with zero balance  Round to whole dollars  Account on new page

From Date: 1/1/2013 To Date: 1/31/2013

Definition: FY14 Completed Budget

Account Description FY12 Expended FY13 Approp FY13 Expended to Date FY14 Dept Request Admin Recomm FY14 Board of Selectman FY14 Advisory Committee

001,916,0515,5199,0000,0000	FEDERAL TAXES	\$498,251.60	\$528,423.00	\$258,236.74	\$574,729.00	\$574,729.00			
	SCHEDULE: EMPLOYEE BENEFITS - 0515	\$498,251.60	\$528,423.00	\$258,236.74	\$574,729.00	\$574,729.00			
	DEPT: FEDERAL TAXES - 916	\$498,251.60	\$528,423.00	\$258,236.74	\$574,729.00	\$574,729.00			
	Grand Total:	\$498,251.60	\$528,423.00	\$258,236.74	\$574,729.00	\$574,729.00			

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: GOLF ENTERPRISE FUND 61**

**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/2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Create a "club atmosphere" at Widow's Walk, providing an affordable option for golfers who favor private facilities.

**OBJECTIVES:**

- Initiate conversation and seek volunteers to form an "Inner Club" with a limited tournament schedule.
- Reserve a weekly "Junior Block" of tee times to introduce fellow junior golfers, with our long term intent of beginning lasting golf relationships. (July)
- Work with the F&B manager on ideas for Friday night special events designed to facilitate camaraderie amongst our regular customers.
- Continue to build our "Core Golfer" clientele with special attention to our "Players Pass" and "Senior Season Pass" programs. (Ongoing)

**GOAL:** Assist the Maintenance Department in delivering superior playing conditions.

**OBJECTIVES:**

- Initiate a "See Something – Say Something" program that encourages patrons to anonymously report abusive customers in a timely fashion.
- Develop and diplomatically enforce a "Code of Conduct" policy to attract a more respectful customer base.
- Solicit customer feedback and communicate to Greens Superintendent on a regular basis. (Ongoing)
- Direct the Ranger staff to help with ball mark repairs during periods of slow course traffic. (Ongoing)
- Revise our "Handicap Flag" cart policy with qualifying criteria to reduce abuse and allow special access privileges to restricted course areas intended for those who are physically in need.
- Increase customer awareness of proper divot etiquette on our range tee.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: GOLF ENTERPRISE FUND 61**

**GOAL:** Improve “Curb Appeal” while keeping expenses at a manageable level.

**OBJECTIVES:**

- Explore logistics of solar panels on the clubhouse and maintenance buildings to reduce electricity charges while addressing a failing clubhouse roof. This green energy project would be in keeping with the vision that our residents expressed upon approving the golf course construction.
- Work with DPW department to finalize the parking lot project.
- Develop a town operated golf course maintenance budget to be presented to the Town Administrator for independent analysis and recommendation regarding the possible replacement our current contracted agreement. (Ongoing)
- Search for creative and cost effective options to beautify the land between our parking lot and The Driftway. (Sept-Oct)
- Continued discussion with Town Administrator regarding possible clubhouse renovation. (Ongoing)

**MAJOR BUDGET COMPONENTS**

A year of exceptional weather couldn't have come at a better time. Together with rate increases that were implemented at the beginning of the 2012 golf season, much of our financial concern at this time last year has been alleviated. Our totally depleted retained earnings at the start of the season grew to \$87,000 by the end of the fiscal year. This budget is prepared with the recommendation for a stable fee structure, the expectations for more typical weather for our region, and a continued economic recovery. With these assumptions, we hope to maintain the majority of these retained earnings at the end of FY14.

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 course is available to the residents in the off-season for other recreational activities. The facility is also an excellent choice for hosting fundraising activities, whether it is a sizeable golf tournament and/or a limited size banquet.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: GOLF ENTERPRISE FUND 61**

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
- Indirect costs
- Equipment rentals and leases
- Technical services
- Electricity
- Repairs and maintenance

**FY 14 RISKS AND CHALLENGES**

Many purchases have been deferred in recent years due to fiscal uncertainty. Now, with some retained earnings to work with, we should be able to consider some overdue equipment replacement. Our long term goal is to remain in the black through FY17 when our situation will turn more favorable upon the completion of the \$380,000 annual debt service, our second largest budget expense component, with only grounds maintenance ahead.

To date we have been successful in separating ourselves from the deep discounters in the golf industry. We were early in our stance to demand a fair price for our product at the risk of losing considerable market share if clients couldn't resist the temptation to "follow the deals". The major factors that contributed to our success with this venture follow:

- The golf course is in exceptional playing condition, in fact, we are completing a two year period of course conditioning that has never been equaled at this facility. We have the utmost confidence in our grounds crew, and this should bode well for business going forward in that the word of mouth regarding our product has never been more positive.
- The deep discounting phenomenon that peaked in 2012 is on the decline. Golf trade publications are working hard to discourage this damaging practice and their efforts seem to be paying off.
- Our focus on the neighboring towns has increased our loyal "Core Golfer" following.
- An improving economy and high gasoline prices have discouraged many from driving to the deals.

We are hopeful that with time the new "First Light" program will produce a revenue stream that is competitive with the three year old "Walk the Walk" evening program, currently accounting for over 2,000 rounds and \$32,000 annually. We are also optimistic that our popular new "Players Pass" program will continue to grow with a continued marketing focus in that area.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: GOLF ENTERPRISE FUND 61**

We will continue to look at the pros and cons of eliminating our existing golf course maintenance contract in favor of town run operation. Although we are very satisfied with the current IGM management team, if significant savings can be achieved in these challenging financial times, it may be prudent to make the move.

Our clubhouse facility and the adjoining property is lacking functionality and “curb appeal”. This coupled with the difficult nature of the golf course layout, which we can do little about, are impacting our revenue very negatively. Once we are able to make improvements in these areas, the financial benefits should follow right behind. We can only hope that this development occurs sooner rather than later.

**DEPARTMENTAL ACCOMPLISHMENTS**

The playing conditions of our golf course and the quality of our golf operation staff continue to be a great source of pride and considered very favorable in comparison to our competition. Combined with our attractive 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:

- Community Newspapers Reader’s Choice, “Best Golf Course” South Shore.
- Host site for the Scituate High School Golf Team, saving the school over \$7,000 in green fee and range expenses.
- “Walk the Walk” twilight golf program has a very loyal following and continues to grow.
- Started the “First Light” sunrise golf program.
- Retained earnings growth of \$87,000 in the past year.





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: GOLF ENTERPRISE FUND 61**

DESCRIPTION OF REVENUE					Comments
	FY/11 Actual	FY/12 Actual	FY/13 YTD 10/31	FY/14 Forecast	
Dues - Season Pass, and Player's Pass	158,680	175,794	10,888	190,000	8% increase due to excellent course conditions in recent years coupled with gains to new Player's Pass program
Green fees	676,677	712,737	395,432	695,000	
Rain checks	(3,598)	(4,547)	(2,215)	(4,500)	Transfers to dues paying clients, full year price increases, and less favorable weather
Cart fees	153,922	179,912	104,710	195,000	
Club rentals	2,130	2,083	1,310	2,000	Full year price increase
Range fees	50,981	57,699	31,304	62,000	
Handicap fees	10,830	9,980	1,060	10,000	Full year price increase
<u>Total usage fees</u>	<u>1,049,622</u>	<u>1,133,658</u>	<u>542,489</u>	<u>1,149,500</u>	
<u>Total merchandise sales</u>	<u>93,683</u>	<u>88,849</u>	<u>55,112</u>	<u>95,000</u>	
<u>Total rentals</u>	<u>48,725</u>	<u>42,000</u>	<u>20,000</u>	<u>46,400</u>	
<u>Total earning on investments</u>	<u>602</u>	<u>356</u>	<u>0</u>	<u>350</u>	
Miscellaneous revenue	0	0	0	0	
Cash over/(under)	(7)	(7)	(2)	0	
<u>Total miscellaneous revenue</u>	<u>(7)</u>	<u>(7)</u>	<u>(2)</u>	<u>0</u>	
<u>Grand total</u>	<u>1,192,625</u>	<u>1,264,856</u>	<u>617,599</u>	<u>1,291,250</u>	

Town of Scituate

Budget 661 Widows Walk

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

061.661.0510.5110.0000.0000	REGULAR SALARIES	\$67,469.09	\$68,893.00	\$36,229.20	\$67,542.00	\$67,542.00		
061.661.0510.5190.0000.0000	SEASONAL SALARIES	\$107,005.25	\$105,360.00	\$61,108.50	\$105,360.00	\$105,360.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$174,474.34	\$174,253.00	\$97,337.70	\$172,902.00	\$172,902.00		
061.661.0520.5211.0000.0000	ELECTRICITY	\$19,365.91	\$20,600.00	\$8,890.61	\$18,000.00	\$18,000.00		
061.661.0520.5213.0000.0000	NATURAL GAS	\$3,266.12	\$4,500.00	\$1,284.75	\$4,500.00	\$4,500.00		
061.661.0520.5231.0000.0000	WATER/SEWER	\$0.00	\$1,600.00	\$0.00	\$0.00	\$0.00		
061.661.0520.5240.0000.0000	REPAIRS & MAINTENANCE	\$16,552.20	\$15,000.00	\$7,512.78	\$16,700.00	\$16,700.00		
061.661.0520.5270.0000.0000	RENTALS & LEASES	\$66,657.53	\$44,220.00	\$34,342.31	\$47,791.00	\$47,791.00		
061.661.0520.5273.0000.0000	OUTSIDE CART RENTALS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
061.661.0520.5301.0000.0000	MANAGEMENT FEE	\$465,098.92	\$467,286.00	\$227,381.58	\$477,000.00	\$477,000.00		
061.661.0520.5302.0000.0000	MARKETING	\$725.00	\$3,750.00	\$562.41	\$3,000.00	\$3,000.00		
061.661.0520.5303.0000.0000	HANDICAP SERVICE	\$5,625.00	\$6,000.00	\$1,525.00	\$6,000.00	\$5,800.00		
061.661.0520.5309.0000.0000	TECHNICAL SERVICES	\$22,786.20	\$24,000.00	\$8,282.58	\$24,600.00	\$24,600.00		
061.661.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$50.00	\$1,200.00	\$0.00	\$650.00	\$650.00		
061.661.0520.5341.0000.0000	TELEPHONE	\$863.78	\$2,150.00	\$714.85	\$2,150.00	\$1,650.00		
061.661.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
061.661.0520.5344.0000.0000	POSTAGE & DELIVERY	\$142.34	\$200.00	\$55.69	\$200.00	\$150.00		
061.661.0520.5580.0000.0000	OTHER SUPPLIES	\$99.90	\$0.00	\$0.00	\$0.00	\$0.00		
061.661.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$0.00	\$100.00	\$0.00	\$100.00	\$100.00		
061.661.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$840.00	\$900.00	\$650.00	\$900.00	\$900.00		
061.661.0520.5960.0000.0000	INDIRECT COSTS	\$47,994.00	\$49,597.00	\$49,597.00	\$52,000.00	\$52,858.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$650,066.90	\$641,103.00	\$340,799.56	\$653,591.00	\$653,699.00		

Town of Scituate

Budget 661 Widows Walk

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

061.661.0540.5420.0000.0000	OFFICE SUPPLIES	\$1,268.32	\$1,500.00	\$1,011.37	\$1,700.00	\$1,500.00		
-----------------------------	-----------------	------------	------------	------------	------------	------------	--	--

061.661.0540.5421.0000.0000	MERCHANDISE SUPPLIES	\$46,871.59	\$57,000.00	\$29,486.38	\$59,000.00	\$58,000.00		
-----------------------------	----------------------	-------------	-------------	-------------	-------------	-------------	--	--

061.661.0540.5422.0000.0000	CART SUPPLIES	\$6,351.66	\$7,000.00	\$1,490.72	\$9,500.00	\$9,500.00		
-----------------------------	---------------	------------	------------	------------	------------	------------	--	--

061.661.0540.5424.0000.0000	RANGE SUPPLIES	\$1,636.97	\$3,500.00	\$362.05	\$4,750.00	\$4,750.00		
-----------------------------	----------------	------------	------------	----------	------------	------------	--	--

061.661.0540.5425.0000.0000	PRINTING & FORMS	\$1,901.78	\$1,400.00	\$0.00	\$1,900.00	\$1,900.00		
-----------------------------	------------------	------------	------------	--------	------------	------------	--	--

061.661.0540.5580.0000.0000	OTHER SUPPLIES	\$1,111.94	\$750.00	\$0.00	\$2,800.00	\$1,500.00		
-----------------------------	----------------	------------	----------	--------	------------	------------	--	--

061.661.0540.5581.0000.0000	CLOTHING	\$0.00	\$1,000.00	\$0.00	\$1,000.00	\$900.00		
-----------------------------	----------	--------	------------	--------	------------	----------	--	--

SCHEDULE: MATERIALS & SUPPLIES - 0540		\$59,142.26	\$72,150.00	\$32,350.52	\$80,650.00	\$78,050.00		
---------------------------------------	--	-------------	-------------	-------------	-------------	-------------	--	--

061.661.0580.5800.0000.0000	CAPITAL EXPENSES	\$0.00	\$3,000.00	\$895.62	\$0.00	\$0.00		
-----------------------------	------------------	--------	------------	----------	--------	--------	--	--

061.661.0580.5851.0000.0000	EQUIPMENT	\$6,098.00	\$1,500.00	\$0.00	\$0.00	\$0.00		
-----------------------------	-----------	------------	------------	--------	--------	--------	--	--

SCHEDULE: CAPITAL OUTLAY - 0580		\$6,098.00	\$4,500.00	\$895.62	\$0.00	\$0.00		
---------------------------------	--	------------	------------	----------	--------	--------	--	--

061.661.0590.5910.0000.0000	PRINCIPAL ON LONG TERM	\$310,000.00	\$320,000.00	\$320,000.00	\$330,000.00	\$330,000.00		
-----------------------------	------------------------	--------------	--------------	--------------	--------------	--------------	--	--

061.661.0590.5915.0000.0000	INTEREST ON LONG TERM	\$68,975.00	\$59,125.00	\$32,162.50	\$48,563.00	\$48,563.00		
-----------------------------	-----------------------	-------------	-------------	-------------	-------------	-------------	--	--

SCHEDULE: DEBT - 0590		\$378,975.00	\$379,125.00	\$352,162.50	\$378,563.00	\$378,563.00		
-----------------------	--	--------------	--------------	--------------	--------------	--------------	--	--

Grand Total:		\$1,268,756.50	\$1,271,131.00	\$823,545.90	\$1,285,706.00	\$1,283,214.00		
--------------	--	----------------	----------------	--------------	----------------	----------------	--	--

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TRANSFER STATION 063**

**MISSION STATEMENT**

To cost effectively dispose of household waste while meeting the needs of the stakeholders in a clean and pleasant manner

**DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

Increase the Scituate recycle rate from current 55% to 58% by June 2014

Add \$100,000 in positive cash flow to the Transfer Station Enterprise by FY end (6/14).

Find and implement a cost-effective solution to the flare problem at the Transfer Station by December 2013.

Explore bio-waste (compost/energy recovery) alternatives and recommend program for inclusion in FY15 budget by November 2013.

Conduct 3 "Please-the-Customer" events during FY 14.

**MAJOR BUDGET COMPONENTS**

Disposal costs	\$ 600,000	45%
Personnel	\$ 212,000	16%
Intergovernmental	\$ 130,000	10%
Maintenance	\$ 96,000	7%
"Blue Bags"	\$ 80,000	6%
Debt	\$ 79,000	6%
Technical Services	\$ 70,000	5%

**RISKS AND CHALLENGES**

Flare: The Methane being generated by the landfill is declining, causing problems with the older flare which requires updates to comply with DEP.

The Roll-off truck and puller truck are each very old and could be an issue with maintenance or down time.

The smooth installation of the solar panels on the Landfill. Integration of the construction activity without affecting the public use of the transfer station.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TRANSFER STATION 063**

**DEPARTMENTAL ACCOMPLISHMENTS**

Improved % of recycling for the Town to 55%

Renegotiated all contracts for MSW, recycle and C&D to reduce these costs by 10% for FY 13.

Generated positive cash flow for 4th year in a row and built Retained Earnings to over ½ million dollars.

Upgraded equipment (loader and back-hoe) to increase reliability and reduce repair costs.

Implemented the use of credit cards as a customer service.

Supported Ship-Shape Day and other community clean-up events.

Initiated DEP permitting process for cell tower (this was never done when the cell tower was built in the late 1990's).

Implemented security cameras to reduce incidence of theft and off-hours entry.

Took on residential waste to enable the construction of the wind turbine at the Sewer Plant.

Paid to grind the residential waste and offered it to residents and the Grounds Department for free.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: TRANSFER STATION 063**

<b>Revenue</b>	<b>FY10</b>	<b>FY 11</b>	<b>FY12</b>	<b>FY 13 Projection</b>	<b>FY 14 Projection</b>
Stickers	403,000.00	473,000.00	*557,000.00	*383,000.00	*470,000.00
Blue Bags	493,000.00	521,000.00	535,000.00	535,000.00	535,000.00
Bulky Waste	181,000.00	206,000.00	225,000.00	225,000.00	225,000.00
Recycle	17,000.00	29,000.00	56,000.00	50,000.00	50,000.00
General Fund	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
Interest/Other	0.00	12,000.00	2,000.00	0.00	0.00
Total	1,194,000.00	1,341,000.00	1,475,000.00	1,293,000.00	1,380,000.00

**\* The discontinuity in Sticker revenue is due to the change in the sticker expiration date in April 2012. The revenue for the FY13 stickers sold in March - June was credited to FY12. Therefore, sticker revenue in FY13 will be reduced.**

**Certified Retained Earnings as of July 1, 2012 - \$ 566,146**

Town of Scituate

Budget 433 Transfer Station

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

063.433.0510.5110.0000.0000	REGULAR SALARIES	\$164,543.08	\$175,664.00	\$91,967.89	\$179,882.00	\$182,115.00		
063.433.0510.5120.0000.0000	OVERTIME	\$33,797.92	\$21,509.00	\$11,315.98	\$21,509.00	\$21,509.00		
063.433.0510.5130.0000.0000	LONGEVITY	\$1,650.00	\$1,650.00	\$1,650.00	\$1,650.00	\$1,650.00		
063.433.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
063.433.0510.5190.0000.0000	SEASONAL SALARIES	\$4,600.75	\$5,460.00	\$1,954.88	\$5,460.00	\$5,460.00		
063.433.0510.5191.0000.0000	OTHER SALARIES	\$2,121.60	\$3,750.00	\$1,081.60	\$3,750.00	\$3,750.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$206,713.35	\$208,033.00	\$107,970.35	\$212,251.00	\$214,484.00		
063.433.0520.5211.0000.0000	ELECTRICITY	\$10,307.19	\$12,750.00	\$2,695.97	\$12,750.00	\$11,200.00		
063.433.0520.5231.0000.0000	WATER/SEWER	\$0.00	\$3,000.00	\$0.00	\$0.00	\$0.00		
063.433.0520.5242.0000.0000	REPAIR & MAINTENANCE	\$35,319.10	\$38,000.00	\$15,491.82	\$38,000.00	\$37,000.00		
063.433.0520.5245.0000.0000	VEHICLE SERVICE	\$1,284.41	\$25,000.00	\$2,952.47	\$10,000.00	\$10,000.00		
063.433.0520.5271.0000.0000	HAULING CONTRACTS	\$518,252.76	\$565,000.00	\$305,739.59	\$600,000.00	\$600,000.00		
063.433.0520.5309.0000.0000	TECHNICAL SERVICES	\$124,519.88	\$70,000.00	\$8,470.56	\$65,000.00	\$70,000.00		
063.433.0520.5341.0000.0000	TELEPHONE	\$313.75	\$600.00	\$138.76	\$600.00	\$475.00		
063.433.0520.5343.0000.0000	BINDING & PRINTING	\$1,566.20	\$1,200.00	\$0.00	\$1,400.00	\$1,400.00		
063.433.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$5,115.00	\$4,800.00	\$4,560.00	\$4,800.00	\$4,500.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$696,678.29	\$720,350.00	\$340,049.17	\$732,550.00	\$734,575.00		
063.433.0540.5423.0000.0000	SUPPLIES	\$3,908.45	\$74,502.00	\$459.38	\$80,000.00	\$80,000.00		
063.433.0540.5425.0000.0000	PRINTING & FORMS	\$228.03	\$750.00	\$0.00	\$750.00	\$600.00		
063.433.0540.5430.0000.0000	BUILDING SUPPLIES	\$1,163.70	\$3,000.00	\$250.80	\$3,000.00	\$1,700.00		
063.433.0540.5431.0000.0000	EQUIPMENT PARTS	\$20,601.22	\$22,000.00	\$9,173.48	\$25,000.00	\$21,000.00		
063.433.0540.5451.0000.0000	CLEANING SUPPLIES	\$201.69	\$700.00	\$0.00	\$1,000.00	\$400.00		

Town of Scituate

Budget 433 Transfer Station

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended to Date

FY14 Dept Request

FY14 Town Admin Recomm

FY14 Board of Selectman

FY14 Advisory Committee

063.433.0540.5480.0000.0000	VEHICLE SUPPLIES	\$1,249.96	\$200.00	\$335.25	\$200.00	\$200.00	\$200.00	\$200.00				
063.433.0540.5481.0000.0000	FUELS & LUBRICANTS	\$12,504.05	\$18,000.00	\$10,572.60	\$20,000.00	\$18,000.00	\$18,000.00	\$18,000.00				
063.433.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$0.00	\$400.00	\$300.00	\$600.00	\$300.00	\$300.00	\$300.00				
063.433.0540.5581.0000.0000	CLOTHING	\$2,246.00	\$2,200.00	\$1,800.00	\$2,200.00	\$2,200.00	\$2,200.00	\$2,200.00				
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$42,103.10	\$121,752.00	\$22,891.51	\$132,950.00	\$125,000.00	\$125,000.00	\$125,000.00				
063.433.0561.5960.0000.0000	INDIRECT COSTS	\$120,040.00	\$128,365.00	\$128,365.00	\$0.00	\$131,025.00	\$131,025.00	\$131,025.00				
SCHEDULE: INTERGOVERNMENTAL - 0561		\$120,040.00	\$128,365.00	\$128,365.00	\$0.00	\$131,025.00	\$131,025.00	\$131,025.00				
063.433.0580.5851.0000.0000	EQUIPMENT	\$10,038.00	\$19,000.00	\$3,186.48	\$20,000.00	\$16,000.00	\$16,000.00	\$16,000.00				
063.433.0580.5853.0000.0000	OFFICE EQUIPMENT	\$0.00	\$200.00	\$152.88	\$2,000.00	\$0.00	\$0.00	\$0.00				
SCHEDULE: CAPITAL OUTLAY - 0580		\$10,038.00	\$19,200.00	\$3,339.36	\$22,000.00	\$16,000.00	\$16,000.00	\$16,000.00				
063.433.0590.5910.0000.0000	PRINCIPAL ON LONG TER	\$57,000.00	\$57,000.00	\$0.00	\$57,000.00	\$57,000.00	\$57,000.00	\$57,000.00				
063.433.0590.5915.0000.0000	INTEREST ON LONG TERM	\$26,142.41	\$24,417.00	\$12,208.50	\$21,967.00	\$21,967.00	\$21,967.00	\$21,967.00				
063.433.0590.5925.0000.0000	INTEREST ON SHORT TERM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
SCHEDULE: DEBT - 0590		\$83,142.41	\$81,417.00	\$12,208.50	\$78,967.00	\$78,967.00	\$78,967.00	\$78,967.00				
Grand Total:		\$1,158,715.15	\$1,279,117.00	\$614,823.89	\$1,178,718.00	\$1,300,051.00	\$1,300,051.00	\$1,300,051.00				

End of Report





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: SEWER DIVISION 064**

**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.

**DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Provide efficient, continuous operation of the division so that all legal requirements are met at reasonable cost and without unnecessary consumption of resources. (on-going)

**GOAL:** Provide a safe, enjoyable, workplace environment that promotes a strong work ethic.

**GOAL:** On-Board new Chief Operator and train him/her to maintain accurate record keeping responsibilities. (8/13)

**GOAL:** Establish and maintain a good public relations strategy that will address concerns and meet expectations of our customer base.

**GOAL:** Identify and eliminate sump pump connections to sewer mains and/or implement sump pump fee program (9/13)

**GOAL:** Meet requirements on new EPA copper Consent Order. (6/14)

**MAJOR BUDGET COMPONENTS**

Debt Services	64%	\$2,254,080.00
Personnel Services	12%	\$431,301.00
Utilities & Fuel	7%	\$246,150.00
Intergovernmental	6%	\$196,857.00
Maintenance	4%	\$131,727.00
Sludge Disposal	4%	\$130,000.00
Chemicals	3%	\$92,750.00
Technical Services	1%	\$25,000.00



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: SEWER DIVISION 064**

**RISKS AND CHALLENGES**

Reducing the I&I problem in the collection system to meet DEP expectations and permit expansion of the system to additional residents.

1. Find and redirect sump pump discharges
2. Find and repair lateral leaks

Changing regulatory permit requirements

1. Will increase amount of testing WWTP effluent
2. Will add additional requirements to NPDES permit

Chemical costs have recently been erratic.

**DEPARTMENTAL ACCOMPLISHMENTS**

Inspected 281 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

Conducted 91 house inspections looking for illegal sewer connections

Completed NPDES Proficiency Testing with 100% Acceptance Rate

CCTV Inspected 20,064 lateral feet of gravity sewer

Conducted flow isolation on 59,020 lateral feet of gravity sewer

CCTV Inspected 28 house laterals



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: SEWER DIVISION 064**

<b>Revenue</b>	<b>FY11</b>	<b>FY12</b>	<b>FY 13 Projections</b>	<b>FY 14 Projections</b>	<b>Comments</b>
Sewer Use Fees	923,000.00	912,000.00	948,000.00	972,000.00	Assumes 2.5% rate increase in June '13
Disposal fees	131,000.00	185,000.00	192,000.00	197,000.00	Assumes rate increase
Connection fees	15,000.00	25,000.00	70,000.00	70,000.00	
Permits, other	14,000.00	19,000.00	19,000.00	19,000.00	
Tax liens	139,000.00	145,000.00	150,000.00	154,000.00	Assumes rate increase
Override	651,000.00	631,000.00	610,000.00	600,000.00	
Betterments	1,222,000.00	1,256,000.00	1,200,000.00	1,500,000.00	Assumed Musquashcut expansion betterments
Interest	4,000.00	4,000.00	0.00	0.00	
<b>Total</b>	<b>3,099,000.00</b>	<b>3,177,000.00</b>	<b>3,189,000.00</b>	<b>3,512,000.00</b>	

**Certified Retained Earnings as of July 1, 2012 - \$1,121,889**

Town of Scituate

Budget 440 Sewer No Details

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

064.440.0510.5110.0000.0000	REGULAR SALARIES	\$372,185.84	\$413,605.00	\$188,623.68	\$423,125.00	\$427,199.00		
064.440.0510.5120.0000.0000	OVERTIME	\$24,474.71	\$25,952.00	\$17,333.02	\$25,442.00	\$25,442.00		
064.440.0510.5130.0000.0000	LONGEVITY	\$3,800.00	\$4,600.00	\$1,300.00	\$4,000.00	\$4,000.00		
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	\$4,674.00	\$4,000.00	\$2,964.00	\$4,000.00	\$4,000.00		
064.440.0510.5191.0000.0000	OTHER SALARIES	\$10,390.34	\$10,920.00	\$5,760.32	\$11,229.00	\$11,229.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$415,524.89	\$459,077.00	\$215,981.02	\$467,796.00	\$471,870.00		
064.440.0520.5211.0000.0000	ELECTRICITY	\$282,700.68	\$260,000.00	\$90,318.83	\$216,025.00	\$216,025.00		
064.440.0520.5213.0000.0000	NATURAL GAS	\$16,974.72	\$23,000.00	\$3,871.41	\$23,000.00	\$22,000.00		
064.440.0520.5231.0000.0000	WATER/SEWER	\$184.91	\$8,500.00	\$0.00	\$11,529.00	\$11,529.00		
064.440.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$0.00	\$150.00	\$0.00	\$200.00	\$100.00		
064.440.0520.5242.0000.0000	REPAIR & MAINTENANCE	\$24,711.28	\$28,000.00	\$7,142.11	\$34,000.00	\$32,000.00		
064.440.0520.5245.0000.0000	VEHICLE SERVICE	\$722.99	\$1,000.00	\$385.03	\$1,000.00	\$500.00		
064.440.0520.5271.0000.0000	RENTALS EQUIPMENT	\$117,768.73	\$129,310.00	\$64,803.02	\$143,482.00	\$143,000.00		
064.440.0520.5308.0000.0000	TRAINING	\$1,250.00	\$800.00	\$687.05	\$800.00	\$800.00		
064.440.0520.5309.0000.0000	TECHNICAL SERVICES	\$16,547.31	\$20,000.00	\$3,600.00	\$25,000.00	\$25,000.00		
064.440.0520.5319.0000.0000	LEGAL SERVICES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
064.440.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$800.00	\$75.00	\$800.00	\$800.00		
064.440.0520.5341.0000.0000	TELEPHONE	\$4,440.83	\$5,160.00	\$1,751.83	\$5,160.00	\$5,200.00		
064.440.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
064.440.0520.5344.0000.0000	POSTAGE & DELIVERY	\$204.41	\$200.00	\$90.28	\$250.00	\$225.00		
064.440.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$765.00	\$700.00	\$164.00	\$700.00	\$700.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$466,270.86	\$477,620.00	\$172,888.56	\$461,946.00	\$457,879.00		

Town of Scituate

Budget 440 Sewer No Details

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
064.440.0540.5420.0000.0000	OFFICE SUPPLIES	\$946.12	\$750.00	\$247.51	\$750.00	\$750.00		
064.440.0540.5423.0000.0000	SUPPLIES	\$1,456.13	\$700.00	\$303.77	\$1,200.00	\$900.00		
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	\$3,634.86	\$2,000.00	\$2,899.63	\$2,000.00	\$2,000.00		
064.440.0540.5431.0000.0000	EQUIPMENT PARTS	\$48,747.58	\$25,000.00	\$27,785.66	\$35,000.00	\$35,000.00		
064.440.0540.5451.0000.0000	CLEANING SUPPLIES	\$540.36	\$700.00	\$0.00	\$700.00	\$650.00		
064.440.0540.5480.0000.0000	VEHICLE SUPPLIES	\$668.38	\$400.00	\$518.84	\$500.00	\$450.00		
064.440.0540.5481.0000.0000	FUELS & LUBRICANTS	\$8,059.33	\$6,500.00	\$4,845.70	\$7,125.00	\$7,125.00		
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	\$99,611.79	\$90,600.00	\$41,301.88	\$92,750.00	\$92,000.00		
064.440.0540.5581.0000.0000	CLOTHING	\$2,700.00	\$2,700.00	\$2,250.00	\$3,150.00	\$3,400.00		
	SCHEDULE: MATERIALS & SUPPLIES - 0540	\$166,364.55	\$129,850.00	\$80,152.99	\$143,675.00	\$142,775.00		
064.440.0561.5960.0000.0000	INDIRECT COSTS	\$189,373.00	\$196,857.00	\$196,857.00	\$0.00	\$199,962.00		
	SCHEDULE: INTERGOVERNMENTAL - 0561	\$189,373.00	\$196,857.00	\$196,857.00	\$0.00	\$199,962.00		
064.440.0580.5851.0000.0000	EQUIPMENT	\$0.00	\$1,500.00	\$0.00	\$20,000.00	\$0.00		
	SCHEDULE: CAPITAL OUTLAY - 0580	\$0.00	\$1,500.00	\$0.00	\$20,000.00	\$0.00		
064.440.0590.5910.0000.0000	PRINCIPAL ON LONG TERM	\$1,353,747.05	\$1,271,655.00	\$979,208.89	\$1,743,261.00	\$1,743,261.00		
064.440.0590.5915.0000.0000	INTEREST ON LONG TERM	\$483,015.50	\$673,138.00	\$294,475.09	\$514,825.00	\$514,825.00		
064.440.0590.5925.0000.0000	INTEREST ON SHORT TERM	\$1,230.36	\$18,533.00	\$9,910.74	\$0.00	\$0.00		
064.440.0590.5930.0000.0000	CERT OF NOTES	\$3,000.00	\$0.00	\$0.00	\$0.00	\$0.00		
	SCHEDULE: DEBT - 0590	\$1,840,992.91	\$1,963,326.00	\$1,283,594.72	\$2,258,086.00	\$2,258,086.00		

Town of Scituate

Budget 440 Sewer No Details

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account

Description

FY12 Expended

FY13 Approp

FY13 Expended  
to Date

FY14 Dept  
Request

FY14 Town  
Admin Recomm

FY14 Board of  
Selectman

FY14 Advisory  
Committee

Grand Total:

\$3,078,526.21

\$3,228,230.00

\$1,949,474.29

\$3,351,503.00

\$3,530,572.00

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: WATER DIVISION 065**

**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.

**DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Replace at least 350 meters to reduce time and accuracy. (6/14)

**GOAL:** Continue with hydrant flushing to improve water quality. (Spring of '13 and '14)

**GOAL:** Install emergency generators at wells required by DEP. (#19 in 7/13)

**GOAL:** Maintain water conservation and usage through water restrictions. (Summer of 2013)

**GOAL:** Continue with hydrant replacement and painting. (6/14)

**GOAL:** Continue to phase out low-band radios in trucks. (6/14)

**GOAL:** Test and survey all residential irrigation backflow devices to comply with DEP regulations. (4/14)

**GOAL:** Work with Facilities Manger to develop plan to improve our building faculties. (1/14)

**GOAL:** Complete SCADA computerized systems at Treatment plant. (9/13)

**GOAL:** Establish remote access, real time system data at wells. (6/13)

**GOAL:** Put "Tie Cards" in digitalized format. (3/14)

**GOAL:** Supply Distribution Team with computer tablets to access and update data in the field. (4/14)

**GOAL:** Review and improve security measures to ensure compliance with Homeland Security and our local Fire Department. (10/13)



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: WATER DIVISION 065**

**MAJOR BUDGET COMPONENTS**

Personnel costs	\$ 719,000	27%
Debt Service	\$ 703,000	26%
Chemicals	\$ 250,000	9%
Purchased water cost	\$ 240,000	9%
Utilities & fuels	\$ 245,000	9%
Intergovernmental charges	\$ 240,000	9%
Service & Repairs	\$ 189,000	7%
Technical Services	\$ 75,000	3%

**RISKS AND CHALLENGES**

Uncertainty of future chemical costs (16% of spending).

Uncertainty of future fuel costs.

Changes in regulatory requirements (extent and frequency of testing) add costs.

The distribution system is old and fragile. Pipes, gates and shut-offs need to be replaced without generating brown water issues for our customers.

Meeting WMA mandates to find additional sources of water to provide water to other users (i.e., fish).

**DEPARTMENTAL ACCOMPLISHMENTS**

Met all regulatory requirements of the DEP & EPA.

Maintained facility and personnel licensing requirements accordingly to regulations.

Replaced water pipes on: Hatherly Road, Gannett Road, Surfside Road, Seagate Circle and Stone Road.

Replaced roof on Water Division Main Office, eliminating leaks into waiting area and bathrooms.

Replace chlorine system at Water Treatment Plant.

Continue Water Conservation Program, limiting the use of in-ground irrigation systems according to precinct.

Install generator at Well #19.





**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: WATER DIVISION 065**

Cleaned clear well at Treatment Plant.

Replaced doors on five-bay garage.

Removed large, rotted, bug infested tree in front of main office.

Pigged 1600 feet of water mains on Common Street.

Completed loop grounding at Water Treatment Plant.

Replace roof, ceiling and insulation at well #22

Installed 270 foot loop at well #10/11 for increased contact time.

Installed 350 radio drive-by meters.

Increased revenue: sale of scrap metal and returning used meters to Ti Sales for credit.

Continued Dam sloop maintenance for dam inspections.



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: WATER DIVISION 065**

<b>Revenue</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY 12</b>	<b>FY 13 Projection</b>	<b>FY 14 Projection</b>
Water Use Fees	1,883,000.00	2,277,000.00	2,080,000.00	2,205,000.00	2,392,000.00
Connection fees	130,000.00	110,000.00	111,000.00	110,000.00	110,000.00
Water liens	267,000.00	308,000.00	285,000.00	2302,000.00	328,000.00
Other	5,000.00	154,000.00	18,000.00	10,000.00	10,000.00
Total	2,285,000.00	2,854,000.00	2,494,000.00	2,627,000.00	2,840,000.00

**Certified Retained Earnings as of July 1, 2012 - \$ 323,727.00**

Town of Scituate

Budget 450 Water No Details

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

065.450.0510.5110.0000.0000	REGULAR SALARIES	\$549,832.63	\$576,795.00	\$302,833.67	\$579,045.00	\$584,370.00		
065.450.0510.5120.0000.0000	OVERTIME	\$96,065.77	\$112,942.00	\$61,665.13	\$110,727.00	\$110,727.00		
065.450.0510.5130.0000.0000	LONGEVITY	\$5,450.00	\$6,550.00	\$4,150.00	\$6,550.00	\$6,550.00		
065.450.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	\$0.00	\$2,775.00	\$0.00	\$2,775.00	\$2,775.00		
065.450.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
065.450.0510.5190.0000.0000	SEASONAL SALARIES	\$3,116.00	\$5,400.00	\$2,356.00	\$5,400.00	\$5,400.00		
065.450.0510.5191.0000.0000	OTHER SALARIES	\$17,769.74	\$14,423.00	\$10,819.18	\$14,468.00	\$14,468.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$672,234.14	\$718,885.00	\$381,823.98	\$718,965.00	\$724,290.00		
065.450.0520.5211.0000.0000	ELECTRICITY	\$183,436.68	\$165,000.00	\$58,415.65	\$168,300.00	\$165,000.00		
065.450.0520.5213.0000.0000	NATURAL GAS	\$15,638.75	\$21,000.00	\$15,767.80	\$21,000.00	\$20,750.00		
065.450.0520.5231.0000.0000	WATER/SEWER	\$0.00	\$1,000.00	\$0.00	\$1,020.00	\$1,020.00		
065.450.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$0.00	\$10.00	\$0.00	\$3,550.00	\$1,100.00		
065.450.0520.5242.0000.0000	REPAIR & MAINTENANCE	\$74,014.55	\$80,800.00	\$38,492.18	\$82,416.00	\$80,800.00		
065.450.0520.5245.0000.0000	VEHICLE SERVICE	\$14,084.41	\$12,000.00	\$4,259.44	\$12,240.00	\$9,500.00		
065.450.0520.5271.0000.0000	EQUIPMENT RENTAL	\$29,938.80	\$5,000.00	\$7,692.13	\$5,100.00	\$5,100.00		
065.450.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
065.450.0520.5309.0000.0000	TECHNICAL SERVICES	\$72,695.76	\$60,000.00	\$59,279.86	\$75,000.00	\$74,000.00		
065.450.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$2,781.00	\$1,875.00	\$230.00	\$1,912.50	\$1,913.00		
065.450.0520.5341.0000.0000	TELEPHONE	\$13,632.45	\$19,190.00	\$5,818.72	\$15,000.00	\$19,600.00		
065.450.0520.5343.0000.0000	BINDING & PRINTING	\$12,931.82	\$14,000.00	\$4,096.16	\$14,280.00	\$14,000.00		
065.450.0520.5344.0000.0000	POSTAGE & DELIVERY	\$18,485.86	\$17,400.00	\$6,192.72	\$17,748.00	\$18,750.00		
065.450.0520.5346.0000.0000	LEGAL ADVERTISING	\$226.80	\$700.00	\$591.03	\$714.00	\$700.00		
065.450.0520.5389.0000.0000	INTERDEPARTMENTAL	\$8,122.40	\$15,000.00	\$16,630.16	\$15,300.00	\$15,300.00		

Town of Scituate

Budget 450 Water No Details

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
065.450.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$0.00	\$0.00	\$0.00	\$75.00	\$0.00		
065.450.0520.5731.0000.0000	PROFESSIONAL DUES & SUBSCRIPTIONS	\$1,760.00	\$1,100.00	\$538.00	\$1,800.00	\$1,100.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$447,749.28	\$414,075.00	\$218,003.85	\$435,455.50	\$428,633.00		
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	\$2,836.64	\$2,000.00	\$1,715.61	\$2,040.00	\$2,050.00		
065.450.0540.5423.0000.0000	SUPPLIES	\$79,138.98	\$102,750.00	\$76,077.92	\$104,805.00	\$102,750.00		
065.450.0540.5425.0000.0000	PRINTING & FORMS	\$209.10	\$400.00	\$0.00	\$408.00	\$400.00		
065.450.0540.5430.0000.0000	BUILDING SUPPLIES	\$1,960.20	\$2,000.00	\$27.49	\$2,040.00	\$1,000.00		
065.450.0540.5431.0000.0000	EQUIPMENT PARTS	\$21,011.76	\$22,500.00	\$1,643.76	\$22,950.00	\$21,000.00		
065.450.0540.5451.0000.0000	CLEANING SUPPLIES	\$826.32	\$800.00	\$324.90	\$816.00	\$800.00		
065.450.0540.5480.0000.0000	VEHICLE SUPPLIES	\$5,272.37	\$750.00	\$2,265.51	\$765.00	\$750.00		
065.450.0540.5481.0000.0000	FUELS & LUBRICANTS	\$40,752.05	\$35,000.00	\$24,453.07	\$35,700.00	\$35,000.00		
065.450.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$2,197.96	\$2,800.00	\$184.49	\$2,856.00	\$2,000.00		
065.450.0540.5501.0000.0000	CHEMICALS & LAB SUPPLIE	\$241,203.58	\$309,000.00	\$136,480.50	\$250,000.00	\$250,000.00		
065.450.0540.5581.0000.0000	CLOTHING	\$4,050.00	\$4,200.00	\$4,050.00	\$4,284.00	\$4,500.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$399,458.96	\$482,200.00	\$247,223.25	\$426,664.00	\$420,250.00		
065.450.0561.5602.0000.0000	CHARGES & ASSESSMENT	\$99,644.75	\$247,300.00	\$165,498.52	\$249,000.00	\$249,000.00		
065.450.0561.5960.0000.0000	INDIRECT COSTS	\$215,984.00	\$239,521.00	\$239,521.00	\$0.00	\$244,300.00		
SCHEDULE: INTERGOVERNMENTAL - 0561		\$315,628.75	\$486,821.00	\$405,019.52	\$249,000.00	\$493,300.00		
065.450.0580.5851.0000.0000	EQUIPMENT	\$18,483.35	\$26,500.00	\$2,657.00	\$27,030.00	\$22,000.00		
065.450.0580.5853.0000.0000	OFFICE EQUIPMENT	\$1,450.66	\$1,000.00	\$0.00	\$1,020.00	\$1,020.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$19,934.01	\$27,500.00	\$2,657.00	\$28,050.00	\$23,020.00		

Town of Scituate

Budget 450 Water No Details

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
065.450.0590.5910.0000.0000	PRINCIPAL ON LONG TERM	\$395,000.00	\$388,315.00	\$0.00	\$511,493.00	\$511,493.00		
065.450.0590.5915.0000.0000	INTEREST ON LONG TERM	\$193,477.06	\$194,087.00	\$91,118.50	\$191,732.00	\$191,732.00		
065.450.0590.5925.0000.0000	INTEREST SHORT TERM	\$0.00	\$9,171.00	\$9,171.16	\$0.00	\$0.00		
SCHEDULE: DEBT - 0590		\$588,477.06	\$591,573.00	\$100,289.66	\$703,225.00	\$703,225.00		
065.450.0596.5963.0000.0000	TRANSFER TO CAPITAL PR	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: TRANSFERS - 0596		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
Grand Total:		\$2,443,482.20	\$2,721,054.00	\$1,355,017.26	\$2,561,359.50	\$2,792,718.00		

End of Report



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: HARBORMASTER 298**

**MISSION STATEMENT**

In accordance with the Scituate Waterways Management Plan and the Scituate Mooring Rules and Regulations and the Town By-Laws, The mission of the Scituate Harbormaster, 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 fees.

**FY 2014 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Increase Effectiveness of Department through Increased Law Enforcement Training and Education

**OBJECTIVES:**

1. With Chief of Police, review and compile standard operating procedures for inter-departmental maritime law enforcement. (August – September 2013)
2. Develop training schedule for appropriate staff. (Ongoing)
3. Schedule attendance to classes. (January 2014)

**GOAL:** Encourage and Promote Water-Dependent Uses of Scituate Harbor and abutting properties.

**OBJECTIVES:**

1. Investigate regriding or other means of optimizing mooring utilization. (July – Oct 2013 & May – June 2014)
2. Set up ongoing schedule for dredging. (Ongoing).
3. Expand investments in structures that support water-dependent uses of the harbor, i.e. commercial fish pier, Scituate Marine Park. (Ongoing)
4. “Touch A Boat” Day. (July 2013).

**GOAL:** Review, protect and restore natural resources.

**OBJECTIVES:**

1. Expand shellfish reseeding program to include new areas of the North & South Rivers. (July - Dec 2013)
2. Initiate improved Pumpout Program through education, enforcement, and utilization of new environmental pumpout boat. (July – Sept 2013)

**GOAL:** Review of operations and management of departmental functions.

**OBJECTIVES:**

1. Review Mooring Rules & Regulations and By-Laws. (Oct-Dec 2013)
2. Review and update Mooring Registration Process. (Jan – Mar 2013)
3. Review marina and town pier management. (Oct – Dec 2013)
4. Review Emergency Preparedness and Action Plan (March – May 2014)



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: HARBORMASTER 298**

5. Review provisions and procurement of mooring services, launch services and other harbor related services (July – September 2013)

**MAJOR BUDGET COMPONENTS**

The Harbormaster is the managing authority over Scituate Waterways. The department has one full-time business manager and one full-time assistant who provide operational and administrative support. There are 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 and is responsible for creating the budget, authorizing expenditures, projecting revenues and making necessary adjustments to insure fiscal solvency.

**FY 2014 RISKS AND CHALLENGES**

The last five years have seen a number of large scale developments in and around the Harbor: a new launching ramp, the development of the Scituate Marine Park and Marina, and this spring the rehabilitation of the Commercial Fish Pier, which may allow for its expanded utilization. Possibilities include added excursion boats or vessels engaged in scientific research. At the same time a marked increase in transient boating activity indicates that Scituate has become an increasingly popular boating destination.

All told, we are seeing a rise in the number and types of uses. The result is that facilities and the Harbor itself are seeing an increase in demand by competing and sometimes conflicting uses. Our challenge becomes balancing these activities to optimize the uses of the Harbor for established goals, i.e. helping industry and commerce and providing for recreational enjoyment, while protecting the integrity of the Harbor as a natural treasure.

**DEPARTMENTAL ACCOMPLISHMENTS**

Initiatives & Project	Date Completed	Notes
Hosted Seaport Advisory Council Annual Meeting	April 2012	
Awarded \$325,000.00 grant for Town Pier Rehabilitation from Seaport Advisory Council	April 2012	
ADA Ramp installed at Scituate Marine Park	May 2012	
Reseeding of North River clam-flats	June 2012	
Awarded \$50,000.00 grant from Department of Conservation and Recreations for South River Dredging	August 2012	
Acquired Pumpout Vessel with 75% reimbursement through state pumpout programs	August 2012	



**TOWN OF SCITUATE**  
**FY 2014 BUDGET**

**DEPARTMENT: HARBORMASTER 298**

<b>DESCRIPTION OF REVENUE</b>	<b>FY/11</b>	<b>FY/12</b>	<b>FY/13 YTD*</b>	<b>FY/14 Projected</b>
Slip/Dinghy Fees	\$ 654,908.88	\$ 652,205.00	\$ 6,588.00	\$ 652,205.00
Moorings/Chapter 10A	\$ 103,621.00	\$ 101,994.00	\$ 2,848.00	\$ 101,994.00
User Fees	\$ 89,925.00	\$ 73,475.20	\$ 49,875.00	\$ 73,475.25
Town Pier Dockage	\$ 23,575.00	\$ 22,900.00	\$ 1,500.00	\$ 22,900.00
Tie-Ups	\$ 20,420.00	\$ 29,614.00	\$ 18,753.60	\$ 29,614.00
Mooring Applications	\$ 1,035.00	\$ 1,349.00	\$ 1,040.00	\$ 1,349.00
Ice	\$ 3,497.00	\$ 5,286.00	\$ 3,676.00	\$ 5,286.00
Boat Yard/USCG Lease	\$ 103,249.96	\$ 102,979.13	\$ 51,083.32	\$ 102,979.13
Pumpout/Boat	\$ 5,000.00	\$ 9,806.90	\$ 30,500.00	\$ 5,000.00
Interest on Earnings	\$ 3,322.60	\$ 2,996.27	\$ 00.00	\$ 00.00
Misc. Fees, Tickets	\$ 21,835.25	\$ 594.85	\$ 316.22	\$ 594.85
Excise Tax	\$ 43,152.96	\$ 41,135.84	\$ 00.00	\$ 41,135.74
<u>Premium from Sale of Bonds</u>	<u>\$ 48,112.37</u>	<u>\$ 00.00</u>	<u>\$ 00.00</u>	<u>\$ 00.00</u>
	\$1,121,655.02	\$1,044,336.20	\$ 166,180.14	\$1,031,533.00
<b><u>Grants &amp; Donations</u></b>				
SAC Town Pier Study Grant	\$ 13,201.43	\$ 13,201.43	\$ 13,201.43	\$ 13,201.43
SAC Town Pier Rehab Grant			\$325,000.00	
CPC SMP Upland Grant	\$202,333.62	\$162,423.62	\$ 00.00	
“BIG” Grant	\$ 18,653.46	\$ 18,653.46	\$	
Maritime Center Account		\$ 00.00	\$ 00.00	
Harbor Dredging	\$ 3,799.69	\$ 3,799.69	\$ 3,799.00	
North River Dredging			\$ 50,000.00	
Harborwalk Gift Account	\$ 18,049.70	\$ 43,441.06	\$ 00.00	
SMP Expansion	\$336,060.65	\$207,427.47	\$	

\*FY13 YTD is through 11/5/2012



Town of Scituate

Budget 298 Waterways Enterprise

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

066.298.0510.5110.0000.0000	REGULAR SALARIES	\$176,365.51	\$228,238.00	\$65,262.52	\$173,970.00	\$173,970.00		
066.298.0510.5120.0000.0000	OVERTIME	\$2,990.50	\$4,500.00	\$0.00	\$4,500.00	\$4,500.00		
066.298.0510.5130.0000.0000	LONGEVITY	\$1,550.00	\$2,450.00	\$1,600.00	\$1,950.00	\$1,950.00		
066.298.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$850.00	\$500.00	\$0.00	\$500.00	\$500.00		
066.298.0510.5190.0000.0000	SEASONAL SALARIES	\$104,187.28	\$121,711.00	\$55,382.23	\$121,711.00	\$121,711.00		
066.298.0510.5191.0000.0000	OTHER SALARIES	\$546.24	\$2,319.00	\$370.71	\$2,198.00	\$2,284.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$286,489.53	\$359,718.00	\$122,615.46	\$304,829.00	\$304,915.00		

066.298.0520.5211.0000.0000	ELECTRICITY	\$18,492.72	\$18,000.00	\$10,505.44	\$18,000.00	\$18,000.00		
066.298.0520.5231.0000.0000	WATER/SEWER	\$0.00	\$10,000.00	\$0.00	\$10,000.00	\$10,000.00		
066.298.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$0.00	\$2,520.00	\$0.00	\$500.00	\$500.00		
066.298.0520.5242.0000.0000	REPAIR & MAINTENANCE	\$38,107.73	\$39,000.00	\$17,439.63	\$39,000.00	\$39,000.00		
066.298.0520.5291.0000.0000	RUBBISH REMOVAL	\$5,900.88	\$6,800.00	\$4,710.98	\$6,500.00	\$6,500.00		
066.298.0520.5301.0000.0000	MARINE PARK O & M COST:	\$14,463.92	\$20,000.00	\$6,288.24	\$20,000.00	\$16,000.00		
066.298.0520.5308.0000.0000	TRAINING	\$930.00	\$1,000.00	\$758.00	\$1,500.00	\$3,000.00		
066.298.0520.5309.0000.0000	TECHNICAL SERVICES	\$2,129.45	\$2,500.00	\$61.02	\$2,500.00	\$1,200.00		
066.298.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$300.00	\$0.00	\$300.00	\$300.00		
066.298.0520.5341.0000.0000	TELEPHONE	\$834.55	\$1,500.00	\$187.67	\$650.00	\$650.00		
066.298.0520.5343.0000.0000	BINDING & PRINTING	\$1,754.86	\$1,000.00	\$0.00	\$1,000.00	\$750.00		
066.298.0520.5344.0000.0000	POSTAGE & DELIVERY	\$798.29	\$900.00	\$302.20	\$900.00	\$900.00		
066.298.0520.5346.0000.0000	LEGAL ADVERTISING	\$120.48	\$475.00	\$0.00	\$250.00	\$250.00		
066.298.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$0.00	\$200.00	\$0.00	\$200.00	\$200.00		
066.298.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$400.00	\$400.00	\$250.00	\$400.00	\$400.00		
066.298.0520.5960.0000.0000	INDIRECT COSTS	\$88,326.00	\$91,185.00	\$91,185.00	\$91,185.00	\$83,124.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$172,258.88	\$195,780.00	\$131,688.18	\$192,885.00	\$180,774.00		

Town of Scituate

Budget 298 Waterways Enterprise

Fiscal Year: 2012-2013

Print accounts with zero balance

Round to whole dollars

Account on new page

From Date: 1/1/2013

To Date: 1/31/2013

Definition: FY14 Completed Budget

Account	Description	FY12 Expended	FY13 Approp	FY13 Expended to Date	FY14 Dept Request	FY14 Town Admin Recomm	FY14 Board of Selectman	FY14 Advisory Committee
---------	-------------	---------------	-------------	-----------------------	-------------------	------------------------	-------------------------	-------------------------

066,298,0540,5420,0000,0000	OFFICE SUPPLIES	\$817.76	\$1,000.00	\$840.58	\$1,000.00	\$1,000.00		
066,298,0540,5423,0000,0000	SUPPLIES	\$18,491.93	\$22,000.00	\$10,207.10	\$22,000.00	\$21,000.00		
066,298,0540,5425,0000,0000	PRINTING & FORMS	\$708.00	\$600.00	\$410.00	\$600.00	\$600.00		
066,298,0540,5430,0000,0000	BUILDING SUPPLIES	\$3,033.62	\$3,000.00	\$1,927.95	\$3,000.00	\$3,000.00		
066,298,0540,5451,0000,0000	CLEANING SUPPLIES	\$1,044.16	\$2,200.00	\$1,301.50	\$2,200.00	\$2,200.00		
066,298,0540,5462,0000,0000	LANDSCAPING SUPPLIES	\$282.59	\$850.00	\$559.29	\$850.00	\$850.00		
066,298,0540,5481,0000,0000	FUELS & LUBRICANTS	\$7,699.06	\$10,500.00	\$6,823.80	\$10,500.00	\$10,500.00		
066,298,0540,5581,0000,0000	CLOTHING	\$1,250.00	\$1,550.00	\$854.00	\$1,550.00	\$1,300.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$33,327.12	\$41,700.00	\$22,924.22	\$41,700.00	\$40,450.00		
EQUIPMENT		\$0.00	\$1,500.00	\$0.00	\$1,500.00	\$1,500.00		
066,298,0580,5881,0000,0000	CAPITAL DEPRECIATION	\$10,000.00	\$5,000.00	\$0.00	\$10,000.00	\$10,000.00		
066,298,0580,5882,0000,0000	CAPITAL REPLACEMENT	\$9,560.87	\$15,000.00	\$0.00	\$10,000.00	\$10,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$19,560.87	\$21,500.00	\$0.00	\$21,500.00	\$21,500.00		
066,298,0590,5910,0000,0000	PRINCIPAL ON LONG TERM	\$348,489.00	\$335,000.00	\$0.00	\$335,000.00	\$335,000.00		
066,298,0590,5915,0000,0000	INTEREST ON LONG TERM	\$106,894.40	\$154,241.00	\$76,558.13	\$138,553.76	\$138,553.76		
066,298,0590,5925,0000,0000	INTEREST ON SHORT TERM	\$57,863.75	\$870.00	\$870.00	\$0.00	\$0.00		
SCHEDULE: DEBT - 0590		\$513,247.15	\$490,111.00	\$77,428.13	\$473,553.76	\$473,553.76		
Grand Total:		\$1,024,883.55	\$1,108,809.00	\$354,655.99	\$1,034,467.76	\$1,021,192.76		

End of Report