

# TOWN OF SCITUATE, MASSACHUSETTS

FISCAL YEAR 2019

## TOWN BUDGET



North Scituate Playground, photo credit Lorraine Devin

## BUDGET MESSAGE

### Financial Analysis and Proposed Departmental Budgets/Goals & Objectives

#### BOARD OF SELECTMEN

Maura C. Curran, Chairman  
Anthony V. Vegnani, Vice-Chairman  
John F. Danehey, Clerk  
Shawn Harris  
Karen Canfield

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**James M. Boudreau, Town Administrator**  
**Nancy Holt, Finance Director/Town Accountant**



**TOWN OF SCITUATE  
OFFICE OF THE TOWN ADMINISTRATOR**

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James M. Boudreau  
Town Administrator

**MEMORANDUM**

To: Board of Selectmen  
Advisory Committee  
Capital Planning Committee  
School Committee  
Finance Director/Town Accountant

From: James M. Boudreau, Town Administrator

RE: Town Administrator Budget Message

Date: January 18, 2018

cc: Superintendent of Schools, 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 Fiscal Year 2019 budget.

The FY 2019 budget is the first to fully reflect the ongoing maintenance and operation costs associated with the renovated library, new center for the performing arts, new middle school and new public safety complex. The Town successfully brought all of these projects to completion within budget and opened the facilities during the months of March to September 2017. The FY19 budget continues a commitment to the services that the Town has come to depend upon despite a loss of grant support including coastal resource management and the substance abuse support program. The recommended budget supports level services with the addition of one position in the Health Department of an Assistant Board of Health Director.

Overall FY 19 departmental budget requests were \$1,359,728 over FY 18. After funding non-discretionary fixed costs, there remained \$679,288 of additional reduction that needed to be made. The additional revisions were made with department head participation to bring the FY19 recommended budget into balance.

This will be the second year that our coastal resource officer will be fully supported by the budget without the offset of any grant funds and the FACTS substance abuse program

is also supported for 75% of the fiscal year due to the expiration of its grant funding. This program is a key component of the Town's efforts to provide services to residents and families struggling with substance abuse issues. A grant application will be submitted for future support of the program but the Town will not learn until September 2018 whether that application is successful so the funding must be incorporated into the budget to maintain this vital program.

The Forecast Committee met in November to establish the estimated fixed costs and revenues for FY 19 in order to provide a framework for building the budget. Town departments were advised to prepare level service budgets and those requests were reviewed in the first three weeks of December in order to reach the recommended budget presented. The priority was to maintain existing services and to evaluate any requests for additional resources based on availability of funds and need. It was through that examination that the addition of the Assistant Director of Public Health and the addition of 10 hours to the Council on Aging staff was supported.

The Town still faces the challenge of dealing with increases in fixed costs including health insurance, other post-employment benefits liability (OPEB), pension liability, South Shore Regional High School assessment, workers compensation costs, Medicare tax withholding and general liability and property insurance. These costs, along with debt service, are considered non-discretionary and must be funded.

The Town Administrator is the Town's chief fiscal, administrative and personnel officer and must consider all of the presented needs, prioritize and recommend to the Board of Selectmen, Advisory Committee and Capital Planning Committee what is needed and allocate resources accordingly. A budget which seeks to maintain current services while also considering unforeseen occurrences is the final goal of this comprehensive process.

The budget is prepared many months in advance, so numbers can change during the review process. The Town's financial policies and practices provide the framework to adapt to any changes that may occur. The challenge for the Town continues to meeting physical plant and infrastructure needs while still maintaining the high level of service and programs expected by residents. The FY 2019 recommended budget provides resources in a fair and equitable manner to balance infrastructure needs and provide necessary services.

Thanks are extended to Albert Bangert for his work to facilitate the FY 2019 capital and operating budgets, Michele Seghezzi for compiling the capital and operating books and Finance Director Nancy Holt.

I appreciate the effort extended by all of the department heads and committee members who thoroughly consider their annual goals and the resources necessary and work toward continuous improvement. Thanks are also extended to the Board of Selectmen, Advisory and Capital Planning Committees who will spend the next several months reviewing the Town's recommended operating and capital budgets.

## **FISCAL YEAR 19 RECOMMENDED OPERATING BUDGET OVERVIEW**

### **Fiscal Year 18 YTD Recap**

The Fiscal Year 18 year-to-date revenues and expenses are trending within our financial forecast and are at similar levels to FY 2017 for the same period.

Fixed costs take away available revenue before any budget request is looked at. In FY 18, there was an 11.9% increase in health insurance for employees in the first year with the Town's new joint purchase agreement. The FY 19 forecast for health insurance includes an estimated 7% increase in premiums. The Town's assessment from South Shore Regional High School has increased over the last two years due to an increase in enrollment and another increase has been included in this year's budget as well.

Local receipts are within our forecast and 2017 Free Cash was certified at a record \$3,252,678. The Town leaves approximately \$500,000 of Free Cash unallocated through the budget process in order to ensure there are available reserves for special town meeting in case of any unforeseen events. These funds close out at the end of the fiscal year and become part of the following year's Free Cash. The majority of the Town's Free Cash still continues to be generated by departmental turn backs and increases in local receipts. This "surplus" is critical as it then becomes available for other uses such as funding our capital plan for the past several years and replacing reserves used to offset storm costs.

The FY 19 budget will be the first to reflect a full year of operating costs for the renovated library, new middle school and new public safety complex. These buildings are more energy efficient but that does not make them less expensive to operate. The warranties on most of the systems expire after the first year and it is then that the Town will have an accurate reflection of the operating costs and therefore contingency funding for utilities is incorporated in the budget for the Facilities Department.

The final construction contract in the last phase of the water replacement project will be awarded this spring for completion in the calendar year. The roads impacted by this work will also be addressed at that time. Nearly \$1M in funding for roads is provided in the operational budget, capital plan and through Chapter 90 allocations from the Commonwealth.

The hard work of the Department of Public Works and other committees and departments resulted in over \$10M in low interest grants and loans to rebuild several sections of seawall on Oceanside Drive, conduct studies for beach nourishment, dune rehabilitation and road elevation in other flood prone at risk areas.

There have been several personnel changes throughout FY 2018 including the retirement of the Town Planner, Conservation and Natural Resources Officer, Director of Assessing and the resignation of the Town Administrator and Human Resources Director and the hiring of the Town's first ever Director of Community Planning & Development. The

FY 2019 budget includes the addition of one new position, an Assistant Director of the Board of Health and an increase of 10 hours for the Council on Aging staffing.

### **General Overview of Fiscal Year 2019 Budget**

Section 1 of the Budget Book details the current revenue and expense assumptions compiled by the financial team. Our revenue and expenditure forecasting tool (included here) continues to provide accurate assumptions about what will occur in the coming year. The Financial Forecast Committee met in November and established the allocation of revenues between the Town and School for budget preparation and recommendations. The Financial Forecast Committee will meet again to review after the first of the year.

As always, fixed costs are the major budget drivers but for FY 19 they are particularly troublesome and have added to our budget challenges. For FY 19 these major areas have increases as follows:

<u>Line Item</u>	<u>FY 19 Rec Amount</u>	<u>Variance over FY 18</u>
Pension assessment	\$ 4,825,164	\$ 204,284
Health Insurance	6,173,005	313,005
General Liability Insurance	694,441	33,068
FICA	703,375	8,220
Unemployment	65,000	(65,000)
South Shore Regional School	854,624	100,303

Fixed costs in pension and health insurance are always expected to increase annually. The FY 19 health insurance is 7%; it was 11.9% last year. A modest increase in enrollment attending South Shore Regional School also impacts our revenues. Four of the five town collective bargaining agreements have expired and estimated funding to account for contractual bargaining is included in each department with a small amount allocated in the Selectmen/Town Administrator contract bargaining line.

#### **Facilities**

The old Fire Station 3 is being re-purposed for storage, bus repairs and town hall office space for the Board of Health. Funding for demolition of the former police station was approved at the April 2017 town meeting and the building is currently under contract for that demolition to occur in the next two months. The old Gates School complex was transferred to the town by the school department. The goal for this fiscal year is to utilize that space sufficiently to avoid higher insurance premiums for a vacant building and provide services to the community. The Recreation Department is in the process of renovating areas for their programs and the gym has been re-dedicated as the Scituate Veterans Memorial Gym. The Scituate Harbor Community Building continues to provide confidential space for the FACTS program and the Social Services Manager as well as activity space for recreation and council on aging programs.

#### **FACTS Substance Abuse Support Program**

The FACTS program has had a significant and critical impact on the Town and its residents providing education, resources and referrals to assist individuals and families struggling with substance abuse. This program has been funded with a five year federal grant that expires in September 2018. Though a new grant application will be filed, the results will not be known until the fall of 2018 so funding to continue the program from October 1, 2018 through June 30, 2019 has been included in the FY19 recommended budget.

### **Coastal Management**

The foreshore improvement projects were tested this year in historic high tides during the January winter storm and demonstrated the effectiveness of the higher seawalls and other improvements to help alleviate flooding issues. The Town has partnered with the Army Corps of Engineers (ACoE) to study the Cedar Point area for foreshore protection. This study to be conducted by the ACoE requires approximately \$140,000 for the Town share which is available in previously authorized foreshore protection appropriations. The completed study will provide the ACoE with the data necessary to ascertain whether foreshore repairs in that area would qualify for their maximum \$10M repair program which is funded 65% by the federal government and 35% by the Town. Beach nourishment and additional studies of road elevations in at risk areas are also ongoing. Support for coastal management is provided in the operational and capital budgets with provision for the Coastal Resources Officer, repair funds, grant matching amounts and design and engineering funding.

### **Planning and Economic & Community Development**

The departments that are under the direction of the Director of Community Planning & Development are presented in the FY19 recommended budget in the same manner as the Department of Public Works. The budgets include Conservation, Planning, Economic Development, Inspections and Zoning Board of Appeals.

### **Enterprise Funds**

A number of infrastructure repair projects are recommended in the water and sewer enterprise funds to address plant issues, fleet needs and to continue to address the copper reduction requirements in the sewer discharge. Consistent with the goal of maximizing the Town's water supply, projects to improve well output are recommended in the capital plan.

A feasibility study has been included in the capital plan to examine the physical plant needs, facility improvements and general curb appeal at the Widow's Walk prior to any additional projects being recommended for the clubhouse and parking areas. Funding for the replacement of the irrigation system is recommended.

The Waterways Enterprise continues to seek grant funding for improvements to the pilings and electrical systems to further enhance the marinas and improve safety. A new boat is also recommended with the expectation that the Harbormaster will be seeking grant funding opportunities to offset the cost of that vessel.

**Capital.** Please refer to the FY 19 Capital Budget Plan contained in a separate binder.

## **FY 2019 Summary**

The FY 2019 recommended budget incorporates the following criteria:

### Expenditures

- **Recommended level services budget**
- 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
- Allocates required funding for union/nonunion step increases and reserve for contract negotiations/settlements
- Funds increased expenditures for the renovated library and new public safety complex
- Allocates \$94,611 toward Town's OPEB liability
- Provides \$200,000.00 in funding for foreshore protection (\$200,000 in capital, \$50,000 in support of the Coastal Resources position and \$150,000 for projects, design and engineering and grant matches in the General Fund operating budget).
- Recommends 1.28 new staff positions: Assistant Director of the Board of Health, additional 10 hours of staffing at Council on Aging

### Revenues

- The Town will use all of its levy capacity as allowed by Proposition 2½
- Local Aid projections have been level-funded
- Local Receipts have been modestly increased to reflect recent history
- Meals Tax revenue has been allocated to promote economic development (\$49,000), to offset the impact of the debt exclusion costs for the building projects (\$100,000) and to be allocated to the Capital Stabilization Fund to support the capital plan (\$96,000).
- \$100,000 of solar array and \$100,000 of wind revenue has been recommended to offset the debt exclusion costs of the building projects.
- \$499,633 of Free Cash has been reserved as a safety net for any variations to the financial forecast for FY 19 and/or unexpected costs for the remainder of FY 19 (i.e. changes in local aid, storm mitigation).

### **Of Note**

**Tax Supported Capital.** The Town's dependence on use of Free Cash for pay as you go capital has worked extremely well. But over time if Free Cash is reduced the Town needs to incorporate more of its tax revenue to support capital. We have used \$100,000 of the tax levy to support the capital plan and allocated part of the meals tax revenue as well.

OPEB Liability. The Town annually allocates 2% of its retirement assessment for OPEB liability which is currently \$94,611. Rating agencies are now focusing specifically on OPEB liabilities for bond ratings and reviews. The Town's OPEB liability is \$85M and the funds allocated to date to meet that liability total \$916,491.

Contract Settlements. As of the presentation of this budget, four of the five collective bargaining agreements have expired. Allocation of estimated contractual impacts has been included in each department's budget.

Fixed Costs. Continuing increases in fixed costs limit new budget initiatives and challenge the maintenance of existing programs and services.

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

The total town budget is divided into three sections. The first section of this binder contains the Town Administrator's Budget Message and 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. All professional and support staff are evaluated on their achievement of these goals. These goals are a fluid process in that the Board of Selectmen and Town Administrator establish their goals first, which in turn insures that approved departmental goals are in keeping with an overall strategic vision.

Next, 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. Following these are the individual line item budgets. Specific line item detail for departmental budgets is available upon request and will be available during that department's budget review.

The third and final section of the town budget, contained in a separate binder, is the Town's Five-Year Rolling Capital Improvement Plan (CIP) which contains the FY 19 Town Administrator and Finance Director recommended projects and funding. The CIP is not only contains departmental requests for FY 19, but for FY 20-FY 23 as well. This rolling capital plan contains supplemental information about each project.



## FISCAL YEAR 2019 BUDGET AND CAPITAL REVIEW TIMETABLE

\*charter/bylaws language provided for informational purposes only

DATE	ITEM/OBJECTIVE	CHARTER/BYLAW REFERENCE
10/2-10/20	Financial Team prepares and finalizes revenue expenses and assumptions	
10/24/2017	Capital Budgets Due to Finance Director	Art. 4, Sec.4-2, f Art. 6, Sec. 6-4
11/6/2017	*Charter date Selectmen submit capital budget to Advisory Committee	Art. 6, Sec. 6-6d (five months before ATM)
11/6/2017	Budget instructions & forms to Boards & Departments	Art. 4, Sec. 4-2 Art. 6, Sec. 6-4
11/21/2017	Board of Selectmen votes budget calendar	
11/30/2017	Departmental Non-Monetary Article requests submitted to Town Admin.	
12/1/2017	Departmental Budgets Due to TA/Finance Director	
11/7/2017	Financial Forecast Committee Meets	
12/5/2017	Board of Selectmen Open STM & ATM Warrant	
12/4/17 - 12/15/17	Budgets reviewed with depts, edited and compiled by Town Administrator/Finance Director	
12/19/2017	NOON. Deadline for Articles by Petition	
12/19/2017	Board of Selectmen Reviews Non-Monetary Article Requests	Art. 3, Sec.3-2b

<b>DATE</b>	<b>ITEM/OBJECTIVE</b>	<b>CHARTER/BYLAW REFERENCE</b>
1/15/2018	Budget & Supporting Materials Distributed to Board of Selectmen, Advisory Committee & Capital Planning Committee	Art. 6, Sec. 6-5,a Bylaws, Sec. 20720,D
1/23/2018	TA & Finance Director Present FY19 Town Operating & Capital Budgets to Board of Selectmen	Art. 4, Sec. 4-2, f Art. 6, Sec. 6-2
1/9/2018	Actual date submitted to Advisory	
1/8-3/5/18	Capital Planning Review of TA Recommended Capital Requests	
1/22/2018	Financial Forecasting Committee Quarterly Calendar Year 2017 Forecast due	Art. 6, Sec.6-7, b
1/23 - 3/20/18	Board of Selectmen, Advisory Committee Review of Departmental Operating & Capital Budgets	Art. 6, Sec.6-5 Art. 6, 6-6,b-c
2/20/2018	Bylaw date Board of Selectmen submits warrant articles to Advisory Committee	Bylaws Sec. 20120, Bylaws Sec. 20720, C
3/8-3/29/18	All articles approved by Advisory Committee	Art. 6, Sec. 6-6,d, Bylaws, Sec. 20120
3/20/2018	Capital Planning Committee Presents CIP Recommendations to Selectmen	
3/6/2018	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
3/19/2018	Warrants Delivered to Newspaper	Newspaper deadline (7-14 days)

<b>DATE</b>	<b>ITEM/OBJECTIVE</b>	<b>CHARTER/BYLAW REFERENCE</b>
3/22/2018	Warrants Published in Newspaper , posted on website, blasted, facebook	General Bylaws
3/26/2018	Statutory & Bylaw Deadline for Posting of Special Town Meeting Warrant	MGL Chap. 39, Sec. 9 2014 Bylaw amendment
3/26/2018	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
4/2/2018	Statutory & Bylaw Deadline for posting Annual Town Meeting Warrant	MGL Chap. 39, Sec. 9
4/9/2018	2018 Annual and Special Town Meeting	Art. 2, Sec. 2-4 Bylaws Sec. 20100

**SELECTMEN, ADVISORY, AND CAPITAL PLANNING  
FY 19 BUDGET MEETING SCHEDULE**

**Selectmen, Advisory and Capital Planning Committees  
Budget Meeting Schedule**

**Fiscal Year 2019**

By charter, the Town Administrator conducts an in-depth review of each departmental line with an emphasis on full explanations for all requested expenditures in making recommendations to town officials (exclusive of School Department). The recommended operating and capital budgets are then independently reviewed by the Board of Selectmen, Advisory Committee and Capital Planning Committee.

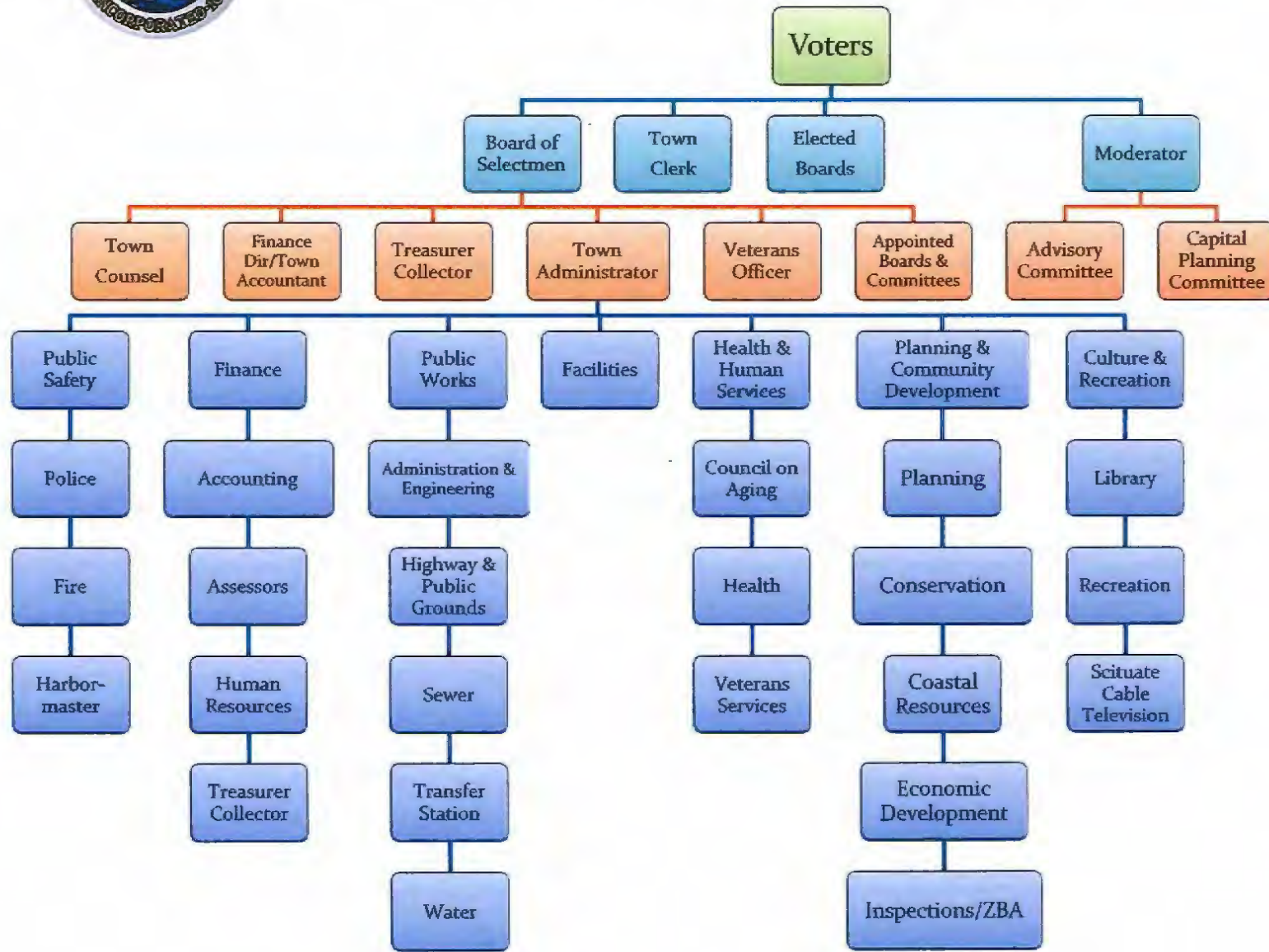
<b>Event/Department</b>	<b>Dept #</b>	<b>Board of Selectmen Review</b>	<b>Capital Planning Committee Review</b>	<b>Advisory Committee Review</b>
Review of Non-Monetary Articles		12/19/2017		
FY19 Budget Presentation		1/23/2018	1/24/2018	1/25/2018
Administration/Board of Selectmen	123	1/23/2018		1/25/2018
Advisory Committee	131	1/23/2018		1/25/2018
Reserve Fund	132	1/23/2018		1/25/2018
Gen Liab & Property Insurance	192	1/23/2018		1/25/2018
Street Lights	424	1/23/2018		1/25/2018
Workers Compensation	912	1/23/2018		1/25/2018
Unemployment	913	1/23/2018		1/25/2018
Assessors	141	1/23/2018		1/25/2018
Library	610	1/23/2018		1/25/2018
Town Clerk	161	1/23/2018		1/25/2018
Widow's Walk Enterprise	61	1/23/2018	1/24/2018	1/25/2018
Waterways Enterprise	66	2/6/2018	2/7/2018	2/8/2018
Finance Director/Town Accountant	135	2/6/2018		2/8/2018
Information Technology	155	2/6/2018		2/8/2018
Police	210	2/6/2018	2/7/2018	2/8/2018
Fire	220	2/6/2018	2/7/2018	2/8/2018
Shellfish	295	2/6/2018		2/8/2018
Facilities	410	2/13/2018	1/24/2018	2/15/2018
Department of Public Works				
Engineering	411	2/13/2018	2/14/2018	2/15/2018
Administration	421	2/13/2018	2/14/2018	2/15/2018
Highway	422	2/13/2018	2/14/2018	2/15/2018
Snow & Ice	423	2/13/2018	2/14/2018	2/15/2018
Public Grounds	429	2/13/2018	2/14/2018	2/15/2018
Transfer Station Enterprise	433	2/13/2018	2/14/2018	2/15/2018
Sewer Enterprise	440	2/13/2018	2/14/2018	2/15/2018
Water Enterprise	450	2/13/2018	2/14/2018	2/15/2018

**SELECTMEN, ADVISORY, AND CAPITAL PLANNING  
FY 19 BUDGET MEETING SCHEDULE**

<b>Event/Department</b>	<b>Dept #</b>	<b>Board of Selectmen Review</b>	<b>Capital Planning Committee Review</b>	<b>Advisory Committee Review</b>
<b>Community Planning &amp; Development</b>				
Conservation/Coastal Resources	171	3/6/2018		2/22/2018
Planning	175	3/6/2018	2/28/2018	2/22/2018
Zoning Board of Appeals	176	3/6/2018		2/22/2018
Economic Development Comm	182	3/6/2018		2/22/2018
Inspections	241	3/6/2018		2/22/2018
Board of Health	510	3/6/2018		2/22/2018
Council on Aging	541	3/6/2018	2/28/2018	2/22/2018
Veterans	543	3/6/2018		2/22/2018
Commission on Disabilities	549	3/6/2018		2/22/2018
Recreation	630	3/6/2018		2/22/2018
Beautification	650	3/6/2018		2/22/2018
Historical	691	3/6/2018		2/22/2018
<b>Treasurer Collector</b>				
Tax Foreclosures	145	3/13/2018		3/1/2018
Debt Service	158	3/13/2018		3/1/2018
Non Contributory Pension	720	3/13/2018		3/1/2018
Plymouth County Retirement	910	3/13/2018		3/1/2018
Contributory Insurance	911	3/13/2018		3/1/2018
Federal Taxes	914	3/13/2018		3/1/2018
School	916	3/13/2018	2/28/2018	3/8/2018
South Shore Regional VTHS	300	3/13/2018		3/8/2018
Capital Plan Review	310	3/13/2018	-----	3/8/2018
FACTS	561	3/20/2018		3/15/2018
Cable TV	159	3/20/2018		3/15/2018
Community Preservation Review		3/20/2018		3/15/2018
Review Petition Articles		3/20/2018		3/15/2018
Vote all projects/articles		3/20/2018	3/7/2018	3/15/2018
Vote all articles		3/20/2018		3/8/2018
Advisory Booklet Available				3/26/2018



# Town of Scituate



### ***Town Organization Summary by Department***

Accounting/Finance	Nancy Holt, Finance Director/Town Accountant
Assessing	Joseph Divito, Jr., Director of Assessing
Building	Robert Vogel, Building Commissioner & Zoning Enforcement Officer
Cable Studio	Seth Pfeiffer, Cable Studio Manager
Chief Procurement Officer	James Boudreau, Town Administrator
Conservation	Amy Walkey, Conservation & Natural Resources Officer
Emergency Management/Fire	John Murphy, Emergency Management Director & Fire Chief
Facilities Management	Kevin Kelly, Facilities Director
Harbormaster	Stephen Mone, Harbormaster
Information Technology	William Sheehan, IT Director
Library	Jessi Finnie, Library Director
Planning	Karen Joseph, Town Planner
Plumbing	Philip Von Iderstien
Police	W. Michael Stewart, Police Chief
Public Health	Jennifer Keefe, Board of Health Director
Public Works	Kevin Cafferty, Director of Public Works
Recreation	Maura Glancy, Recreation Director
Shellfish Constable	Michael Dimeo
Town Administrator	James Boudreau
Town Clerk	Kathleen Curran
Treasurer Collector	Pamela Avitabile
Veterans Services Officer	Donald Knapp, Graves Agent
Widow's Walk Golf Course	Robert Sanderson, Director of Golf

FORECASTING COMMITTEE: Albert Bangert, Tony Vegnani, Nancy Holt, Pam Avitabile, Christopher Carchia, Peter Gates, Lincoln Heineman, Steve Jarzembowski, Paul Donlan, Ronald Griffin

## FORECASTING MODEL

	Budget FY 2018	Proposed FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022
<b>SOURCES</b>					
Prior Year	\$ 53,730,738	\$ 55,646,272	\$ 57,549,929	\$ 59,388,677	\$ 61,273,394
Override					
2.5% Increase	\$ 1,343,268	\$ 1,403,657	\$ 1,438,748	\$ 1,484,717	\$ 1,531,835
New Growth	\$ 500,000	\$ 500,000	\$ 400,000	\$ 400,000	\$ 400,000
<b>TOTAL LEVY</b>	<b>\$ 55,574,006</b>	<b>\$ 57,549,929</b>	<b>\$ 59,388,677</b>	<b>\$ 61,273,394</b>	<b>\$ 63,205,229</b>
Cherry Sheet/State Aid	\$ 7,578,880	\$ 7,681,321 [1]	\$ 7,681,321	\$ 7,681,321	\$ 7,681,321
Title V Assessment	\$ 6,858	\$ 6,858			
Local Receipts	\$ 5,550,000	\$ 5,575,000	\$ 5,575,000	\$ 5,575,000	\$ 5,575,000
Enterprise Indirect costs	\$ 890,950	\$ 909,428 [12]	\$ 927,617	\$ 946,169	\$ 965,092
Overlay Surplus	\$ 100,000				
Meals Tax	\$ 245,000	\$ 245,000 [2]	\$ 245,000	\$ 245,000	\$ 245,000
<b>TOTAL ALL REVENUE</b>	<b>\$ 69,945,694</b>	<b>\$ 71,967,536</b>	<b>\$ 73,817,615</b>	<b>\$ 75,720,884</b>	<b>\$ 77,671,642</b>
<b>USES</b>					
Offsets	\$ 18,578	\$ 18,147	\$ 18,147	\$ 18,147	\$ 18,147
State & County Charges	\$ 698,248	\$ 740,503	\$ 740,503	\$ 740,503	\$ 740,503
Overlay	\$ 250,000	\$ 250,000	\$ 275,000	\$ 250,000	\$ 250,000
Economic Development	\$ 49,000	\$ 49,000 [2]	\$ 61,250	\$ 61,250	\$ 61,250
<b>TOTAL USES</b>	<b>\$ 1,015,826</b>	<b>\$ 1,057,650</b>	<b>\$ 1,094,900</b>	<b>\$ 1,069,900</b>	<b>\$ 1,069,900</b>
<b>NET REVENUE</b>	<b>\$ 68,929,868</b>	<b>\$ 70,909,886</b>	<b>\$ 72,722,715</b>	<b>\$ 74,650,984</b>	<b>\$ 76,601,742</b>
<b>SHARED COSTS</b>					
Reserve Fund	\$ 75,000	\$ 75,000	\$ 90,000	\$ 90,000	\$ 90,000
Tax Title	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000	\$ 39,000
Insurance/Town Bldgs.	\$ 661,373	\$ 694,441 [9]	\$ 729,163	\$ 765,621	\$ 803,902
So. Shore Vo. Tech.	\$ 776,931	\$ 854,624 [3]	\$ 940,087	\$ 1,034,095	\$ 1,137,505
Debt & Interest	\$ 1,541,644	\$ 1,541,644	\$ 1,541,644	\$ 1,541,644	\$ 1,541,644
- Capital Stabilization/Capital Plan	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
- Capital Stabilization (Meals Tax)	\$ 63,776	\$ 96,000 [2]	\$ 96,000	\$ 96,000	\$ 96,000
- Debt Excl MS & PSC (Meals Tax)	\$ 100,000	\$ 100,000 [2]	\$ 100,000	\$ 100,000	\$ 100,000
Non-Contributory Pensions	\$ 27,460	\$ 27,880 [4]	\$ 28,300	\$ 28,720	\$ 29,140
Plymouth County Retirement Assmt	\$ 4,530,275	\$ 4,730,553 [5]	\$ 4,875,453	\$ 5,265,489	\$ 5,686,728
Workers' Comp.	\$ 210,000	\$ 210,000	\$ 210,000	\$ 248,000	\$ 248,000
Unemployment Insurance	\$ 130,000	\$ 65,000 [11]	\$ 65,000	\$ 65,000	\$ 65,000
Contributory Group Insurance	\$ 5,860,000	\$ 6,173,005 [10]	\$ 6,605,115	\$ 7,067,473	\$ 7,562,197
Federal Taxes	\$ 695,155	\$ 703,375 [6]	\$ 731,510	\$ 760,770	\$ 791,201
OPEB	\$ 90,606	\$ 94,611 [7]	\$ 97,509	\$ 105,310	\$ 113,735
<b>TOTAL SHARED COSTS</b>	<b>\$ 14,901,219</b>	<b>\$ 15,505,133</b>	<b>\$ 16,248,781</b>	<b>\$ 17,307,123</b>	<b>\$ 18,404,052</b>
<b>NET AVAILABLE</b>	<b>\$ 54,028,649</b>	<b>\$ 55,404,752</b>	<b>\$ 56,473,933</b>	<b>\$ 57,343,860</b>	<b>\$ 58,197,690</b>
<b>SPLIT</b>					
School Share 66.67%	\$ 36,120,900	\$ 36,938,348	\$ 37,651,171	\$ 38,231,152	\$ 38,800,400
Town Share 33.33%	\$ 18,107,749	\$ 18,466,404	\$ 18,822,762	\$ 19,112,709	\$ 19,397,290
	<b>\$ 54,228,649</b>	<b>\$ 55,404,752</b>	<b>\$ 56,473,933</b>	<b>\$ 57,343,861</b>	<b>\$ 58,197,690</b>
Percentage Change		2.17%	1.93%	1.54%	1.49%
<b>TAX RATE</b>					
Total Levy from above	\$ 55,574,006	\$ 57,549,929	\$ 59,388,677	\$ 61,273,394	\$ 63,205,229
School Debt Exclusion	\$ 761,377	\$ 737,455	\$ 713,532	\$ 681,947	\$ 655,487
Wastewater Debt Exclusion	\$ 655,710	\$ 672,611	\$ 120,476	\$ 97,981	\$ -
Library Debt Exclusion	\$ 372,550	\$ 364,000	\$ 350,575	\$ 341,325	\$ 332,075
Public Safety Complex Debt Excl	\$ 1,197,575	\$ 1,070,350 [8]	\$ 1,043,125	\$ 1,012,875	\$ 982,625
Middle School Debt Exclusion	\$ 3,689,000	\$ 3,505,300 [8]	\$ 3,421,600	\$ 3,328,600	\$ 3,235,600
<b>TOTAL TAX LEVY</b>	<b>\$ 62,250,218</b>	<b>\$ 63,899,645</b>	<b>\$ 65,037,985</b>	<b>\$ 66,736,123</b>	<b>\$ 68,411,016</b>
<b>TAX RATE</b>	<b>\$ 14.09</b>	<b>\$ 14.04</b>	<b>\$ 14.01</b>	<b>\$ 14.10</b>	<b>\$ 14.17</b>
Total Valuation	\$ 4,275,119,960	\$ 4,532,592,442	\$ 4,623,244,290	\$ 4,715,709,176	\$ 4,810,023,360

See Assumptions on reverse side



**ASSUMPTIONS:**

- [1] - Level funded to FY18 includes unrestricted local aid, veterans benefits, exemptions for vets and elderly and state owned land.
- [2] - FY18-21 Meals Tax revenue based on historical trend with 20% applied to economic development initiatives and \$100,000 applied to the debt service for the middle school and public safety complex and the balance of \$96,000 allocated to the Capital Stabilization fund for future debt.
- [3] - South Shore Voc. Tech - FY19 assessment increased by 7% over FY18 for FY19-22.
- [4] - Non-contributory pension assessment increased by 3% on \$14,000 COLA base for FY19-22 for one retiree.
- [5] - FY19 & FY20 preliminary received from PCRS with 8% for FY21-22 as previously advised by Plymouth County Retirement System.
- [6] - Reflects a 4.5% annual increase over FY17 actual fo revised FY18 estimate and then another 4.5% for FY19 for anticipated COLA and step changes and continued retirements of exempt employees.
- [7] - Pursuant to Town financial policies, 2% of Plymouth County Retirement System assessment.
- [8]- \$100,000 in solar array and wind turbine revenues to offset debt exclusion impact for middle school & public safety complex.
- [9]- 5% increase over FY18 base , 5% for FY20-22
- [10]- Increase based on five year average increase based on current enrollment with 7% (five year average MIIA increase) for FY20-22.
- [11]- Barring lay-offs, reduced to normal operating level for FY19-22.
- [12]- Estimated increase of 2% for FY19-21.

**TOWN OF SCITUATE  
FY 2019 BUDGET ASSUMPTIONS  
As of November 7, 2017 at 6:00 PM**

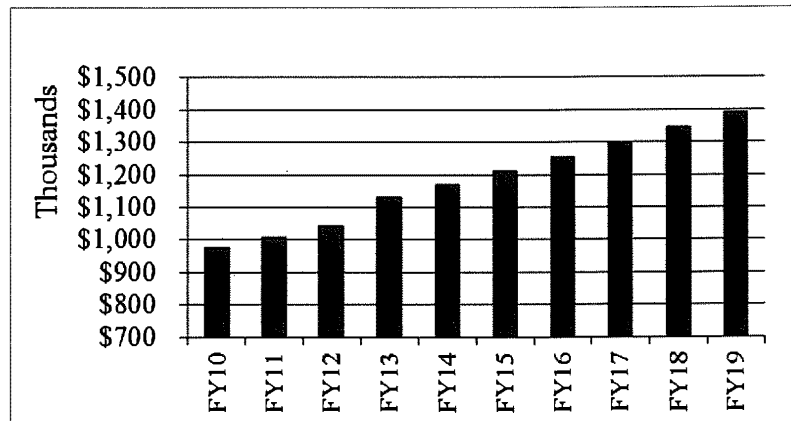
**REVENUE ASSUMPTIONS**

**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 19 by an estimated **\$1,403,657**.

FY 19	\$1,403,657
FY 18	\$1,343,268
FY 17	\$1,298,102
FY 16	\$1,253,430
FY 15	\$1,209,127
FY 14	\$1,166,926
FY 13	\$1,128,773
FY 12	\$1,040,580*
FY 11	\$1,007,833
FY 10	\$ 974,994

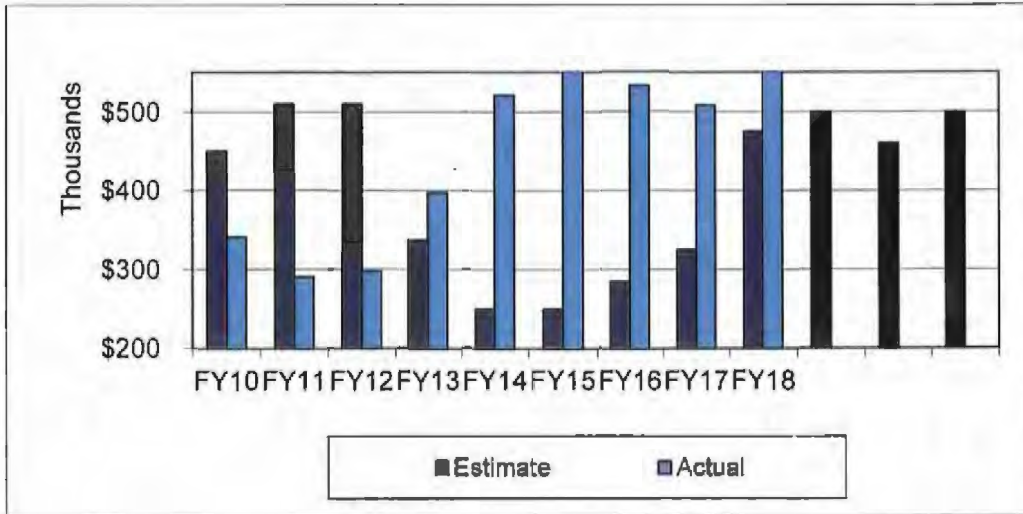
\*General Fund Operating Override



**2. New Growth**

FY 19 new growth is estimated by the Assessors to be \$500,000.

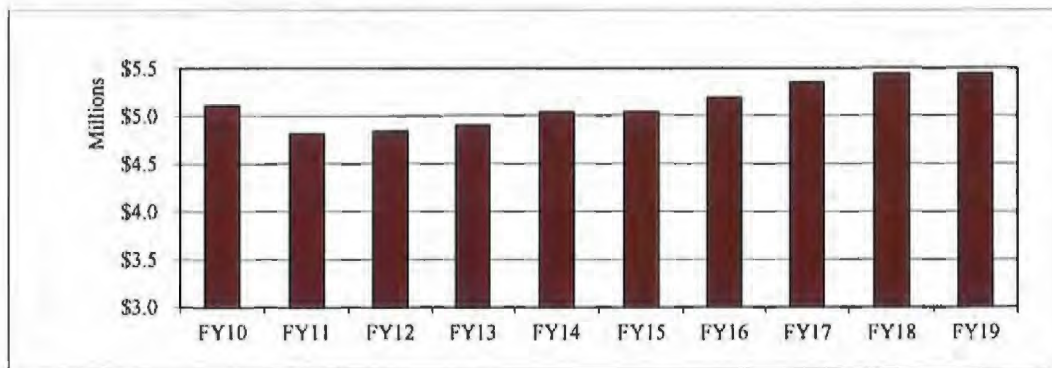
<u>New Growth</u>	<u>Estimate</u>	<u>Actual</u>
FY 19	\$ 500,000	
FY 18	\$ 500,000	\$ 572,266
FY 17	\$ 460,000	\$ 508,572
FY 16	\$ 500,000	\$ 532,715
FY 15	\$ 475,000	\$ 563,697
FY 14	\$ 325,000	\$ 521,126
FY 13	\$ 285,000	\$ 397,351
FY 12	\$ 260,000	\$ 296,981
FY 11	\$ 250,000	\$ 300,000
FY 10	\$ 337,500	\$ 340,459



Trend: The Town has seen a steady new growth in the past several years. There are several large development projects in the permitting pipeline but the actual construction start dates are not yet known and therefore not able to be captured as potential new growth for FY 2019. The increase in the utility personal property valuations has assisted in supporting new growth trend over the last several years.

### 3. Chapter 70 Aid

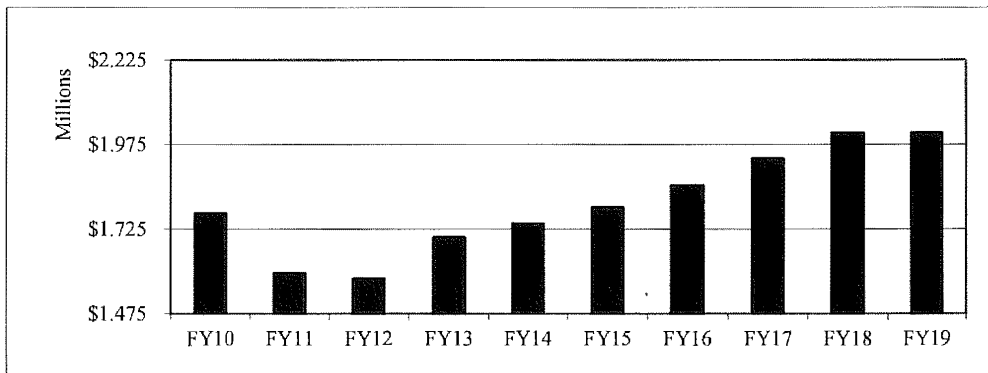
	Actual	December Estimate	Variance
FY 19	\$ 5,487,351		
FY 18	\$ 5,487,351	\$5,346,391	\$140,960
FY 17	\$ 5,346,391	\$5,185,901	\$160,490
FY 16	\$ 5,185,901	\$5,110,701	\$ 75,200
FY 15	\$ 5,110,701	\$5,034,826	\$ 75,875
FY 14	\$ 5,034,826	\$4,897,576	\$137,250
FY 13	\$ 4,957,576	\$4,832,136	\$125,440
FY 12	\$ 4,832,136		
FY 11	\$ 4,806,334		
FY 10	\$ 5,104,541		



Trend: Chapter 70 Aid is estimated to be level-funded at this time. However, the actual amount is not known for certain until March 2018 or later. This is one of several sources of revenue that is reviewed for budget purposes in January and may be need to be revised. The FY 19 amount is estimated to be level funded at \$ 5,434,351.

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

	<u>Actual Unrestricted Aid</u>
FY 19	\$2,009,685
FY 18	\$2,009,685
FY 17	\$1,934,249
FY 16	\$1,854,505
FY 15	\$1,790,063
FY 14	\$1,741,761
FY 13	\$1,701,540
FY 12	\$1,578,512
FY 11	\$1,701,540
FY 10	\$1,772,437

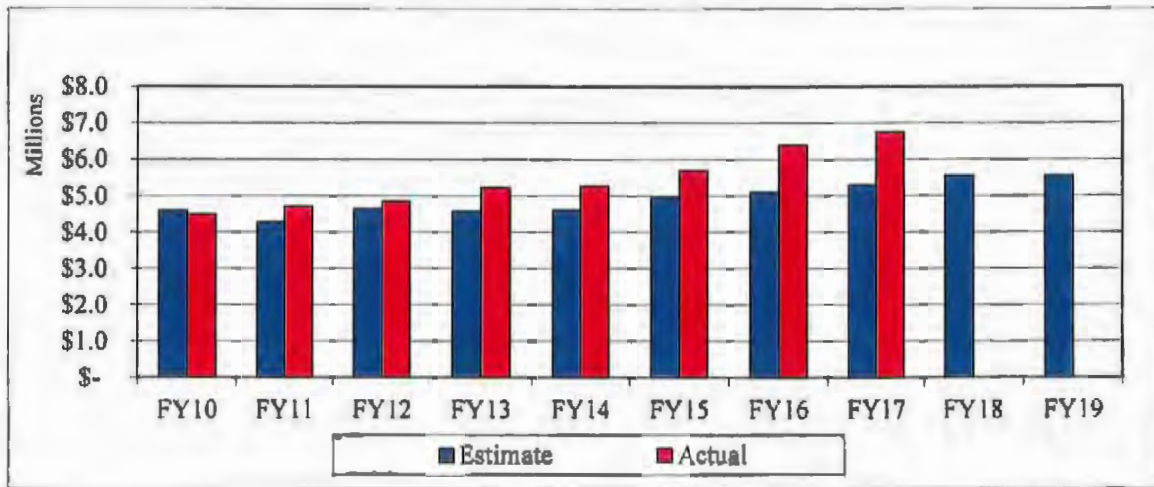


Trend: FY 19 local aid revenues are expected to remain level at this time. The Governor’s budget is filed the end of January, but estimated numbers from House Ways and Means are more reliable and these figures are used for projections. While local aid did increase, the offsets to the Cherry Sheet continue to noticeably increase as well resulting in net changes. Two areas of concern continue to be assessments for Charter School and School Choice which increased by 60% in the last five years.

**5. General Fund Receipts**

	Estimated	Actual	Variance (+ or -)
FY 19	\$5,575,000		
FY 18	\$5,550,000	\$1,601,773	as of 10/29/17
FY 17	\$5,302,000	\$6,741,937	\$1,439,937
FY 16	\$5,100,000	\$6,379,831	\$1,279,831
FY 15	\$4,950,000	\$5,684,913	\$ 584,913
FY 14	\$4,600,000	\$5,258,742	\$ 658,742
FY 13	\$4,565,000	\$5,221,089	\$ 656,089

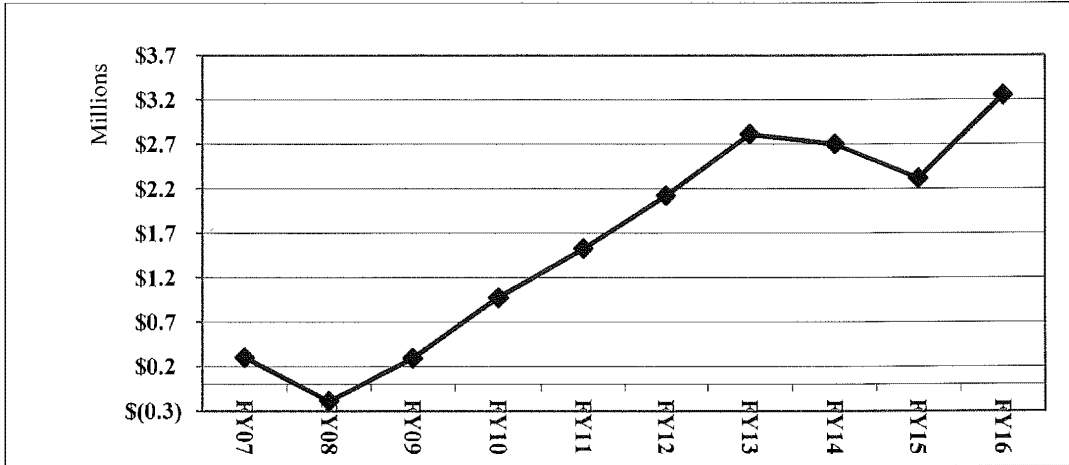
FY 12	\$4,634,681	\$4,837,975	\$ 203,294
FY 11	\$4,276,778	\$4,702,426	\$ 425,648
FY 10	\$4,589,063	\$4,486,115	\$(102,948)



Trend: FY 17 General Fund Receipts increased by \$362,106 from the prior year including one time revenues of \$175,196 in FEMA reimbursements from prior year storms and \$379,736 over the FY17 estimate from investment income generated from the \$85M bond issued in June 2015 which included funding for the middle school, library renovation and public safety complex. Motor vehicle excise increased by \$159,999, ambulance receipts decreased by \$71,424, penalties and interest increased by \$31,917 and licenses and permits increased by \$11,658. As of 10/29/2017, FY 18 receipts were \$28,673 higher than FY 17 at the same time last year, which includes \$180,000 in one-time federal receipts but does not include investment income.

#### 6. Certified Free Cash

FY 17	\$3,252,678
FY 16	\$ 3,247,133
FY 15	\$ 2,318,762
FY 14	\$ 2,701,923
FY 13	\$ 2,813,553
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



Trend: Since FY 10, the Town has not used Free Cash to subsidize recurring operating budget costs. Our bond rating increase in FY 13 was as a direct result of this financial policy and we will continue to adhere to it. Free Cash will continue to be used for pay-as-you go capital, to replenish the Stabilization Fund when those funds are used for emergency responses and allocate to Capital Stabilization Fund for debt service and/or large capital acquisitions.

This is the eighth year of the new budget process and fiscal discipline continues to yield positive outcomes. Free Cash was about the same as in FY16, which is still largely due to one-time revenues from investment income and FEMA storm reimbursements.

## 7. Tax Title Collection

	<u>Tax Title Collections</u> <u>Actual (Tax &amp; Special Assessments)</u>	<u>Interest/Fees</u>
FY18	\$92,909	\$29,284 as of 10/12/17
FY17	559,635	177,691
FY16	529,940	169,413
FY15	457,598	175,988
FY14	502,191	134,158
FY13	320,576	71,860
FY12	666,821	213,453
FY11	371,222	80,692
FY10	487,299	81,414

### Deferral Collections

<u>Actual (Tax &amp; Special Assessments)</u>	<u>Interest/Fees</u>
---	----------------------

FY18	\$13,350	2,302 as of 10/12/17
FY17	75,680	31,343
FY16	39,256	8,735
FY15	11,309	1,376
FY14	31,698	3,821
FY13	38,988	12,473
FY12	49,555	15,503
FY11	99,669	69,734
FY10	69,765	30,482

Trend: The Town remains aggressive in its stance with collecting tax titles and pursuing foreclosures. The Treasurer/Collector continues to be dogged in personally contacting delinquent property owners and placing them on payment plans. This results in legal cost savings for tax title. The Town has foreclosed on seven properties in the past five years. Three have been auctioned and restored to the tax rolls.

### 8. Medicaid Reimbursement

<u>Medicaid Reimbursements</u>	<u>Estimated</u>	<u>Actual (Net)</u>	<u>Variance</u>
FY 19	\$ 75,000		
FY 18	\$ 50,000	\$ 24,979	as of 10/29/17
FY 17	\$ 35,000	\$141,633	\$106,633
FY 16	\$ 35,000	\$ 92,016	\$57,016
FY 15	\$ 50,000	\$ 58,243	\$ 8,243
FY 14	\$ 97,600	\$ 50,501	(\$47,099)
FY 13	\$ 97,600	\$ 66,166	(\$31,434)
FY 12	\$123,432	\$ 69,569	(\$53,773)
FY 11	\$100,000	\$123,342	\$23,342
FY 10	\$160,972	\$ 97,600	(\$ 63,372)

Trend: As projected, these revenues can be inconsistent and vary materially 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. Additionally, \$100,000 of wind turbine revenue per year has been identified as a revenue source to offset the debt service for the middle school and public safety building projects. Please note if the turbine ceases operating under the current program for any reason, the revenue, and potential liability exposure for the Town increases.

	<u>Projected Revenue</u>	<u>Net Amount Received</u>
FY 19	\$120,000	
FY 18	\$120,000	\$(125,603) as of 11/1/17
FY 17	\$120,000	\$132,104
FY 16	\$120,000	\$166,232
FY 15	\$120,000	\$272,410

FY 14	\$120,000	\$147,980
FY 13		\$95,437

**10. Solar Array Revenue**

Operating since September of 2013, the 3.0mh solar array at 280 Driftway matches the other half of the Town’s total electrical consumption. A revolving fund was established to receive and disburse monies associated with the production of this electricity. Solar array revenue of approximately \$100,000 per year has been identified as a revenue source to offset the debt service for the middle school and public safety building projects. The revenue from National Grid for the solar array is sporadic and can cause receipts to cross fiscal years giving the appearance of a loss which is actually a timing difference.

	Projected Revenue	Net Amount Received
FY 19	\$150,000	
FY 18	\$150,000	\$ 34,853
FY 17	\$150,000	\$ (70,730)
FY 16	\$110,000	\$ 97,316
FY 15	\$93,000	\$300,103
FY 14*	\$70,000	\$(25,637)

\*only three quarters in operation and excess liquidated damages of \$94,022 refunded to contractor

**11. Meals Tax**

The Town voted to approve the adoption of the meals tax in 2013.

	Revenue Projected	Amount Received
FY 19	\$245,000	
FY 18	\$245,000	\$ 83,530 (1 <sup>st</sup> quarter as of 10/12/17)
FY 17	\$218,368	\$258,982
FY 16	\$218,368	\$256,452
FY 15	\$218,368	\$234,847
FY 14*	\$204,871	\$164,190

\*partial year of revenue in year of adoption

**Trend:** For FY18, \$100,000 of meals tax revenue was identified as a revenue offset for the new middle school, public safety complex and the library. The FY18 budget allocated 20% of meals tax revenue to fund initiatives recommended by the Economic Development Committee. This amount will be revisited by the Financial Forecast Committee annually.

**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	\$ 13,611	expires 6/30/17
A 1% wage increase in the Laborer's contract is	\$ 20,737	settled through 2020*
A 1% wage increase in the AMP contract is	\$ 15,458	6/30/17
A 1% wage increase in the IBPO contract is	\$ 18,063	6/30/17
A 1% wage increase in the IAFF contract is	\$ 31,158	expired 6/30/18
A 1% wage increase for non-union staff	\$ 20,165	35 individuals

The School Department contracts (2%,2.25%,2.25%) expire June 30, 2018.

**3. Net School Spending**

	<b>Net School Spending</b>	<b>Minimum Threshold</b>	<b>Variance (+/-)</b>
FY 17	42,205,165	29,048,954	13,156,211
FY 16	39,195,316	29,243,888	9,951,428
FY 15	37,390,269	28,997,139	8,393,130
FY 14	35,729,040	29,063,695	6,665,345
FY 13	34,590,857	28,420,385	6,170,472
FY 12	33,381,939	27,631,498	5,750,441
FY 11	31,645,347	27,070,686	4,574,661

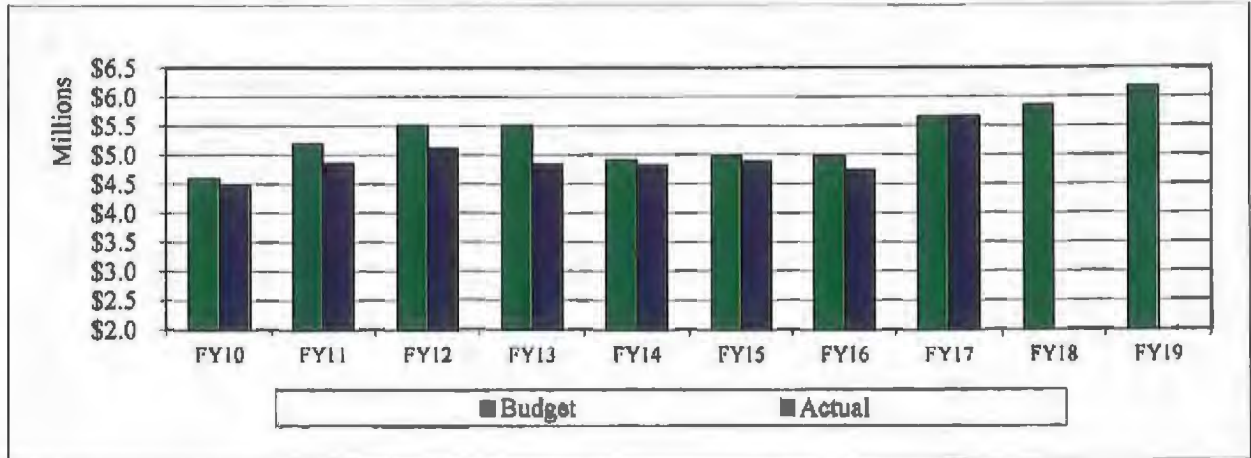
The Town of Scituate Net School Spending amount as budgeted for FY 17 exceeded the minimum amount required under the education reform formula by \$13,156,211.

**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). Effective July 1, 2017, the Town changed its health insurance plan administrator to the Massachusetts Interlocal Insurance Association (MIIA). The rates are set by MIIA in late January to early February each year.

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
FY19	\$6,173,005		
FY18	5,860,000	2,670,814	(July to November premiums paid)
FY17	5,662,973	5,662,094	879
FY16	4,975,266	4,732,561	242,705
FY15	4,975,632	4,880,239	95,393
FY14	4,900,000	4,818,332	81,668

FY13	5,508,907	4,839,479	669,428
FY12	5,508,907	5,115,061	393,846
FY11	5,193,724	4,860,286	333,438
FY10	4,586,242	4,474,572	111,670



Trend: As this will be the Town’s second year with MIIA, the rate increase will be the average of all of the other members. The five year average rate increase for the group is 7.39% (FY18-7.45%, FY17-8.9%, FY16-9.0%, FY15-5.4%, FY14-6.2%). The Medicare supplemental plans, which account for 46% of the Town’s health insurance subscribers, now renew as of January 1<sup>st</sup> and therefore only 6 months of a potential increase needs to be calculated for that population. Every 1% increase in the rate amounts to approximately \$52,750.

**5. Medicare/FICA**

	Budget	Actual	Variance
FY19	\$ 703,375		
FY18	695,155	180,387	as of 10/28/17
FY17	678,200	644,102	34,098
FY16	652,115	652,115	0
FY15	626,454	589,430	62,685
FY14	574,729	556,272	18,457
FY13	528,423	531,517	(3,094)
FY12	552,876	498,252	54,624
FY11	487,000	469,321	17,679
FY10	494,266	456,025	38,241
FY04	226,000	306,781	(80,781)

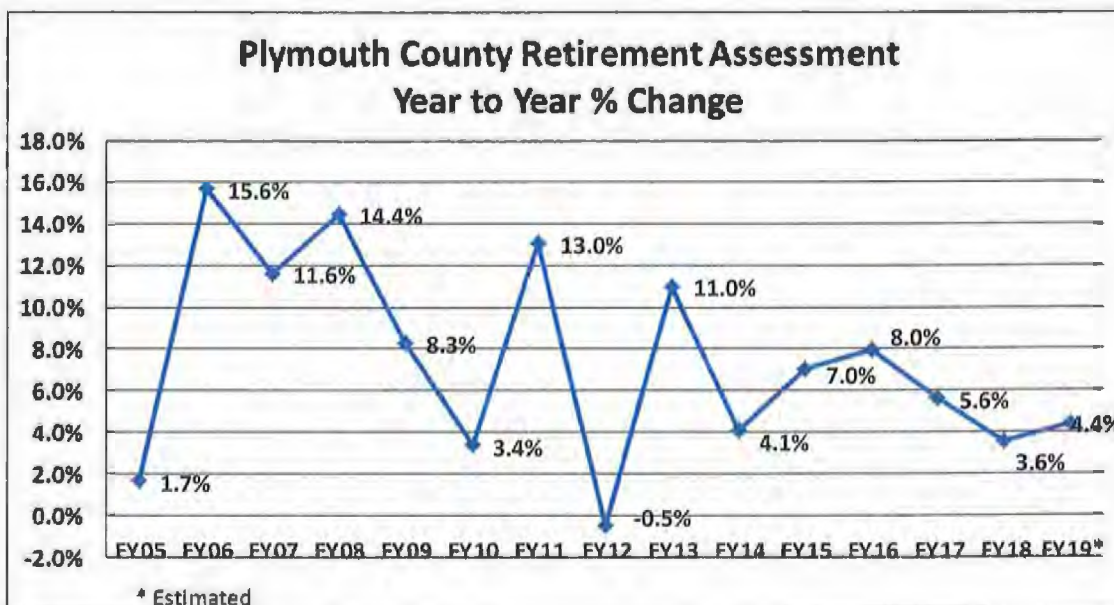
Trend: This line item will continue to increase as the exempt employee population decreases and wage scales increase.

**6. Retirement Assessment (Contributory and Non-Contributory)**

The FY 19 Retirement Assessment will increase to \$4,730,553. FY 15 was the first year the revised mortality tables are reflected in each community's rate. Plymouth County Retirement Association advised us several years ago that future increases would be at least 8% annually to reflect the new mortality tables. As this held true for only one year, there is concern about future volatility in this budget line as has been seen in the past and will impact other budgets. The lack of predictability and planning for communities by the Plymouth County Retirement Board is unacceptable. Additional information for FY19 and beyond been provided verbally and will be confirmed in December 2017.

Contributory

	Budget	Actual	Increase (Decrease) over Prior Year Amount	%
FY19	\$4,730,553			
FY18	4,530,275	4,530,275	156,624	3.6%
FY17	4,373,651	4,373,651	231,884	5.6%
FY16	4,141,767	4,141,767	305,638	8.0%
FY15	3,836,129	3,836,129	251,270	7.0%
FY14	3,584,859	3,584,859	140,648	4.1%
FY13	3,444,211	3,444,211	341,164	11.0%
FY12	3,103,047	3,103,047	(14,983)	(.5%)
FY11	3,118,030	3,118,030	359,680	13.0%
FY10	2,758,350	2,758,350	89,738	3.4%



Non Contributory

**Budget      Actual      Variance**

FY19	\$27,880		
FY18	27,460	9,153	as of 10/28/17
FY17	27,040	27,040	0
FY16	26,620	26,620	0
FY15	65,319	26,230	39,089
FY14	62,979	62,979	0
FY13	62,979	62,979	0
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: The pension assessment is a volatile budgetary item as noted despite the member communities continued attempts at seeking some level of consistency in assessment increases. Many existing retirees retired 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 a 2% annual savings on the assessment. The non-contributory pension reflects one pensioner and includes a 3% COLA on the first \$14,000 of pension for FY19.

## 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 employees and retirees. An updated actuarial study needs to be performed every two years. The unfunded accrued liability as of June 30, 2017 was \$83,529,875.

The Town's financial policy is to allocate 2% of the annual retirement assessment into this fund. Year-end transfers in FY13, FY14 and FY17, for \$75,000, \$12,900 and \$50,000 respectively, have assisted in building this account in addition to a \$200,000 increase in FY16 and this practice will continue to the extent possible. That being said, the 2% annual amount is not as robust as the bond rating agencies would like and this is a major factor in helping the Town achieve a AAA bond rating.

Year	Allocation	Balance 6/30
FY 19	\$ 94,611	
FY 18	\$ 90,606	\$913,357 as of 10/28/17
FY 17	\$ 87,473	\$820,135
FY 16	\$282,835	\$675,923

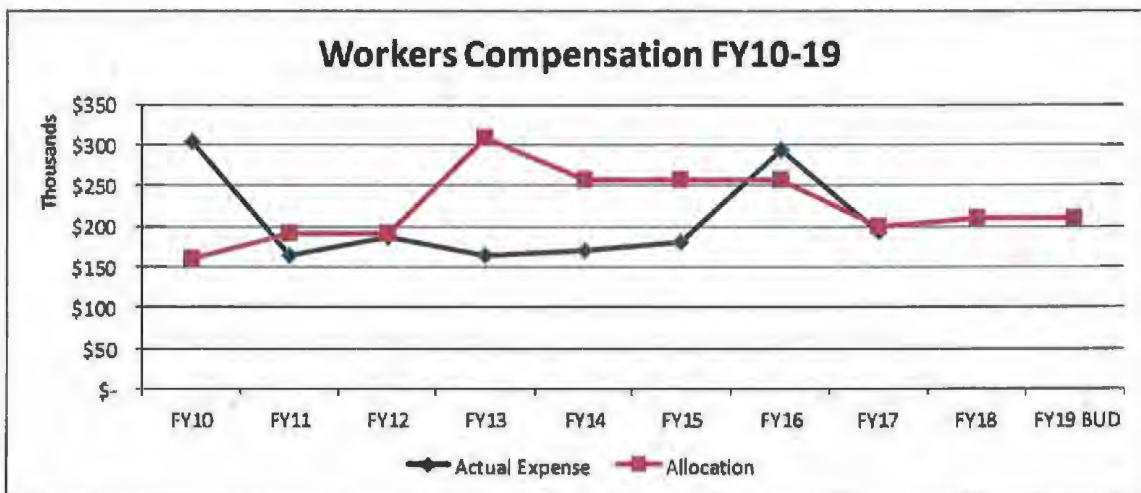
FY 15	\$ 76,723	\$386,515
FY 14	\$ 84,640	\$296,559
FY 13	\$143,884	\$209,227
FY 12	\$ 64,983*	\$ 65,023

\*created in 2011; FY 12 first-year of appropriation

**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	Fund Balance as of June 30th
FY 19	\$ 210,000			
FY 18	\$ 210,000	\$ 50,618	as of 10/28/17	
FY 17	\$ 200,000	\$ 192,795	\$ 7,205	\$510,882
FY 16	\$ 257,000	\$ 294,611	(\$37,611)	\$501,780
FY 15	\$ 257,000	\$ 180,156	\$ 76,544	\$536,861
FY 14	\$ 257,000	\$ 170,049	\$ 86,951	\$457,768
FY 13	\$ 307,161	\$ 163,511	\$143,650	\$369,888
	budgeted			
FY 12	\$ 265,000	\$ 187,169	\$ 77,831	\$225,931
FY 11	\$ 285,000	\$ 164,938	\$120,062	\$148,009
FY 10	\$ 160,000	\$ 303,738	(143,738)	

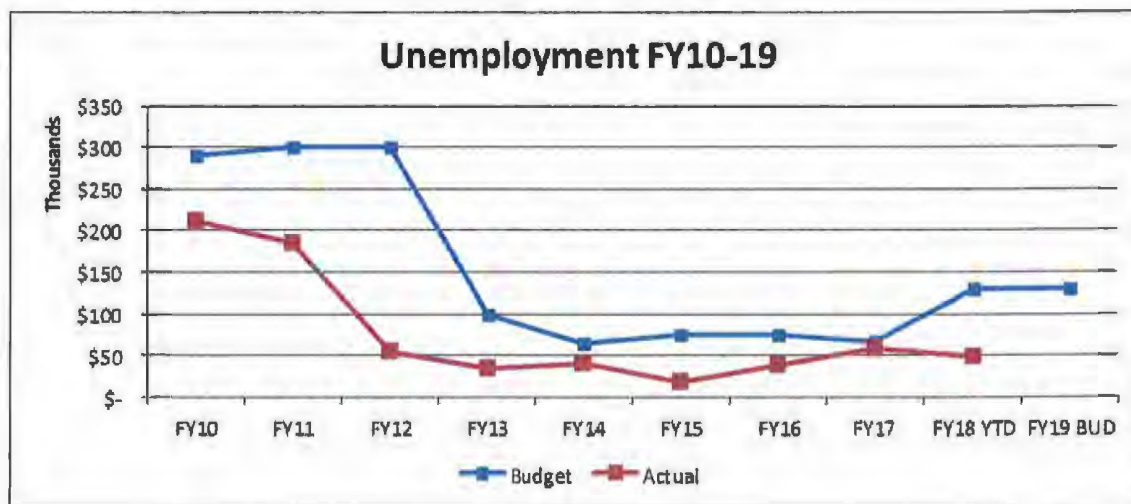


**Trend:** Before FY 11 this account was severely under-funded. However, the cost obligations for this fund will continue to be high based on settled claims prior to FY 10. Stop/Loss coverage will guard against substantial medical claims. The fund goal is to have the Fund Balance sufficient

enough such that the interest generated can pay the premium and other administrative costs for the fiscal year while still being able to handle a permanent disability claim. The Fund goal is \$750,000. The fund was well on its way to achieve its goal and the FY17 appropriation was reduced to \$200,000. FY16 saw an increase in claims expense which necessitated increasing the allocation to \$210,000 and maintaining that level for the foreseeable future. This Fund must cover all medical and other costs of employees injured on the job.

### 9. Unemployment

	Appropriated	Actual	Variance
FY 19	\$ 65,000		
FY 18	\$130,000	\$ 48,326 as of 10/28/17	
FY 17	\$ 66,000	\$ 58,470	\$ 7,530
FY 16	\$ 75,000	\$ 38,179	\$ 36,821
FY 15	\$ 75,000	\$ 18,914	\$ 56,086
FY 14	\$ 64,000	\$ 40,133	\$ 23,867
FY 13	\$ 92,500	\$ 34,610	\$ 59,890
FY 12	\$300,000	\$ 55,148	\$244,852
FY 11	\$300,000	\$184,232	\$115,768
FY 10	\$290,000	\$211,607	\$ 78,393



**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. The FY18 budget reflected an increase due to staff allocations with the opening of the new middle school and the shift of the sixth grade from each elementary school which would be influenced by any unannounced retirements.

### 10. Special Education

Outside Placements

Circuit Breaker Reimbursements

FY 19	\$ 2,500,000	\$ 925,000
FY 18	\$ 2,500,000	\$ 925,000
FY 17	\$ 2,627,420	\$ 1,000,525
FY 16	\$ 2,355,233	\$ 894,663
FY 15	\$ 2,481,164	\$ 792,426
FY 14	\$ 2,218,138	\$ 781,123
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

\* Reflects reduction from 72% to 38%

Trend: The FY19 estimated projection was based on FY 18 and is quite likely subject to change.

### 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 and used for capital purchases.

	<b>Appropriated</b>	<b>Interest</b>	<b>Expended</b>	<b>Balance 6/30</b>
FY 18	\$	\$ 9,662	\$ 0	\$3,604,825 as of 10/28/17
FY 17	\$ 620,457	\$ 23,886	\$ 0	\$3,595,163
FY 16	\$1,358,313	\$ 18,123	\$ 800,000	\$2,950,820
FY 15	\$ 333,081	\$ 12,247	\$1,150,000	\$2,374,384
FY 14	\$ 955,500	\$ 6,943	\$ 488,074	\$3,179,055
FY 13	\$ 0	\$ 7,057	\$ 955,500	\$2,061,481
FY 12	\$ 917,333	\$ 8,129	\$ 0	\$3,009,925
FY 11	\$ 10,218	\$ 10,527	\$ 138,315	\$2,084,462
FY 10	\$ 9,415	\$ 15,814	\$ 0	

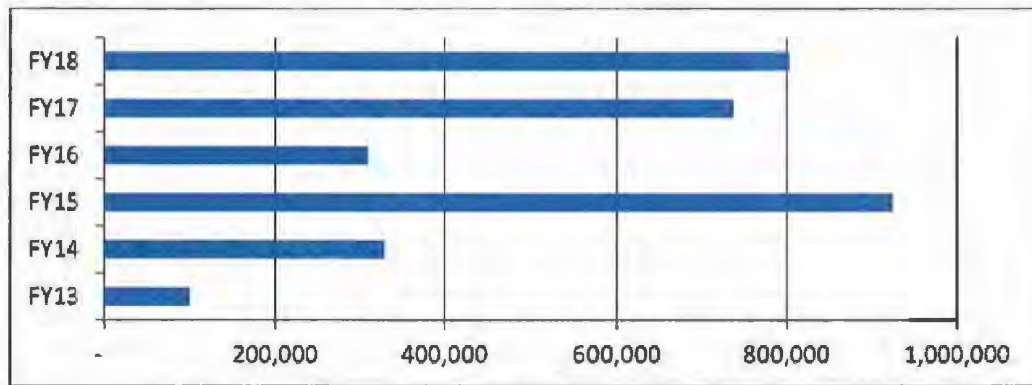
Trend: The November 2016 special town meeting voted to transfer the \$285,000 in reimbursements from prior year storm costs into the Stabilization Fund for future use. The April 2016 annual town meeting voted to transfer any excess levy into the fund which amounted to \$335,457. A similar vote was passed for FY 2018.

### 12. Capital Stabilization Fund

Created at the November 2012 Special Town Meeting, the intent of the fund is to allocate monies for larger capital acquisitions or costs that cannot be absorbed in any one given fiscal year. This will help create stability over time with the intent of avoiding debt spikes. FY 14 marked the first time that the Town allocated a portion of the Town's tax levy (\$100,000) toward capital. The November 2016 special town meeting voted to transfer the \$487,000 in investment earnings generated from the bond funding the three major building projects into the Capital Stabilization

Fund for future use. In FY18, \$63,776 was allocated for future capital purchases from the measl tax collections.

	<b>Appropriated</b>	<b>Interest</b>	<b>Expended</b>	<b>Balance 6/30</b>
FY 18	\$ 63,776	\$ 1,296	\$ 0	\$ 803,166 YTD
FY 17	\$ 650,776	\$ 2,694	\$225,000	\$ 738,094
FY 16	\$ 213,776	\$ 1,777	\$830,000	\$ 309,624
FY 15	\$ 738,776	\$ 3,227	\$147,335	\$ 924,070
FY 14	\$ 639,000	\$ 399	\$410,000	\$ 329,402
FY 13	\$ 100,000	\$ 4	\$ 0	\$ 100,004



To date, the allocations to the fund include the following purposes:

	<b>Amount</b>	<b>Purpose</b>
FY 18	\$100,000	Replace Fire pumper
	\$ 63,776	Future debt service
FY 17	\$487,000	Future debt service
	\$ 63,776	Future debt service
FY 16	\$163,776	Future debt service
	\$ 50,000	Replacement of 1986 loader
FY 15	\$ 75,000	Repairs to Humarock fire station
	\$ 50,000	Replace community turf field
	\$ 50,000	Replacement of an ambulance
FY 14	\$163,776	Future debt service
	\$400,000	Future debt service
	\$375,000	Fire apparatus
	\$129,000	Foreshore protection
FY 13	\$35,000	Voting machines
	\$100,000	Future debt service
	\$100,000	Establish fund



### 13. Reserve Fund

	Budgeted	Expenditures	Variance
FY 19	\$75,000		
FY 18	\$75,000	\$ 0	as of 10/28/17
FY 17	\$90,000	\$ 55,791	\$34,209
FY 16	\$90,000	\$ 0	\$90,000
FY 15	\$90,000	\$ 17,000	\$73,000
FY 14	\$90,000	\$ 27,681	\$62,319
FY 13	\$90,000	\$ 6,837	\$83,163
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	\$ 0
FY 08	\$90,000	\$ 89,840	\$ 160
FY 07	\$90,000	\$ 86,460	\$ 3,540
FY 06	\$90,000	\$ 90,000	\$ 0
FY 05	\$90,000	\$ 90,000	\$ 0
FY 04	\$90,000	\$ 14,540	\$ 75,460

Trend: The Reserve Fund is for emergency or unforeseen events with expenditures voted by the Advisory Committee. This Fund has returned a surplus balance since FY 10. Our Reserve Fund is significantly lower than most communities. Having a surplus balance each year is an indicator of tight budget oversight and internal controls. The fund was reduced for FY 18 to \$75,000 to reflect the positive budget management that had resulted in fewer occasions to draw upon it.

### 14. Allowance for Abatements/Exemptions (Overlay)

The allowance for abatements and exemptions for FY 2019 will be approximately **\$250,000**.

	Estimated	Raised	Actual
FY 19*	\$250,000		
FY 18	\$250,000		
FY 17	\$250,000	\$250,001	\$164,327
FY 16	\$275,000	\$275,943	\$130,621
FY 15*	\$275,000	\$275,000	\$206,682
FY 14	\$220,000	\$220,000	\$117,559
FY 13	\$220,000	\$219,170	\$144,949
FY 12 *	\$250,000	\$250,000	\$249,524
FY 11	\$250,000	\$250,000	\$114,741
FY 10	\$250,000	\$250,000	\$139,784

Trend: Our financial policies provide for a five-year rolling average review of the overlay reserve. The five year rolling average for FY17 is \$301,066. Declared overlay surplus of \$100,000 was used for the FY18 operational budget. FY 2019 is a revaluation year and abatements are expected to be higher than normal.

\* Revaluation year

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

The FY 19 General Fund Debt includes debt service for the three debt exclusion building projects of the middle school, public safety complex and the library renovation.

### General Fund Debt

	<b>Budget</b>	<b>Actual</b>	<b>Debt Exclusion</b>
FY19			\$ 6,349,718
FY18	7,565,425		\$ 6,676,211
FY17	7,715,806	7,709,326	\$ 6,824,558
FY16	7,318,537	7,317,890	\$ 5,806,818
FY15	2,365,652	2,340,386	\$ 873,230
FY14	2,362,633	2,352,134	\$ 909,771
FY13	2,047,600	2,030,758	\$ 913,561
FY12	2,055,490	2,054,055	\$ 928,401
FY11	2,276,194	2,235,778	\$1,106,450
FY10	2,228,430	2,181,743	\$1,150,750

Trend: The Town's bond rating AA+ was affirmed in January 2017 prior to the sale of \$12M bond anticipation note. Because of multi-million dollar building projects, General Fund debt requests have been closely monitored and reduced to the extent possible. The operating budget debt service has now increased significantly and we must plan for that in relation to other budgetary needs.

## 16. Capital Improvement Plan (CIP)

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. 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. The hallmark of well-managed communities is the use of tax revenue to fund their capital budgets. In FY14, we did this for the first time using \$100,000. That is less than 1/10 of a percent of our revenues. Some communities allocate as much as 8-10% annually. As we have seen, delaying capital results in higher costs over time. The Capital Stabilization Fund provides a mechanism to address the Town's overwhelming capital needs. The \$100,000 raised by taxation is again recommended to support the capital plan. The Public Facilities Master Plan will continue to play a key role in how funds are allocated for capital for the foreseeable future. Foregoing use of this financial tool is neither recommended nor prudent.

## 17. General Liability/Property Insurance

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
FY19	694,441		
FY18	661,373	511,473	As of 10/28/17

FY17	552,450	544,216	8,234
FY16	492,000	489,681	2,319
FY15	430,000	439,084	(9,084)
FY14	430,000	391,353	38,647
FY13	495,000	383,039	51,900
FY12	425,000	434,939	(9939)
FY11	404,200	404,844	(644)
FY10	460,000	460,000	0
FY09	448,007	444,101	3,906
FY08	447,000	434,288	12,712
FY07	437,572	437,572	0
FY06	426,139	426,139	0

Trend: Our current provider does not provide rate renewal information until March thus making estimates difficult so the FY 19 amount of \$694,441 is projected as a 5% increase over the FY18 base to account for inflation and claims. The Town is eligible for premium discounts and credits for safety and other training initiatives it undertakes, and that resulted in a \$12,594 reduction of premium in FY 18.

**PROGRAM ASSUMPTIONS:**

Programs, services and staffing should be able to be maintained at current levels for FY 19. However, increases in fixed costs including; pension assessment, health insurance, general liability and property insurance, OPEB and debt service will 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.

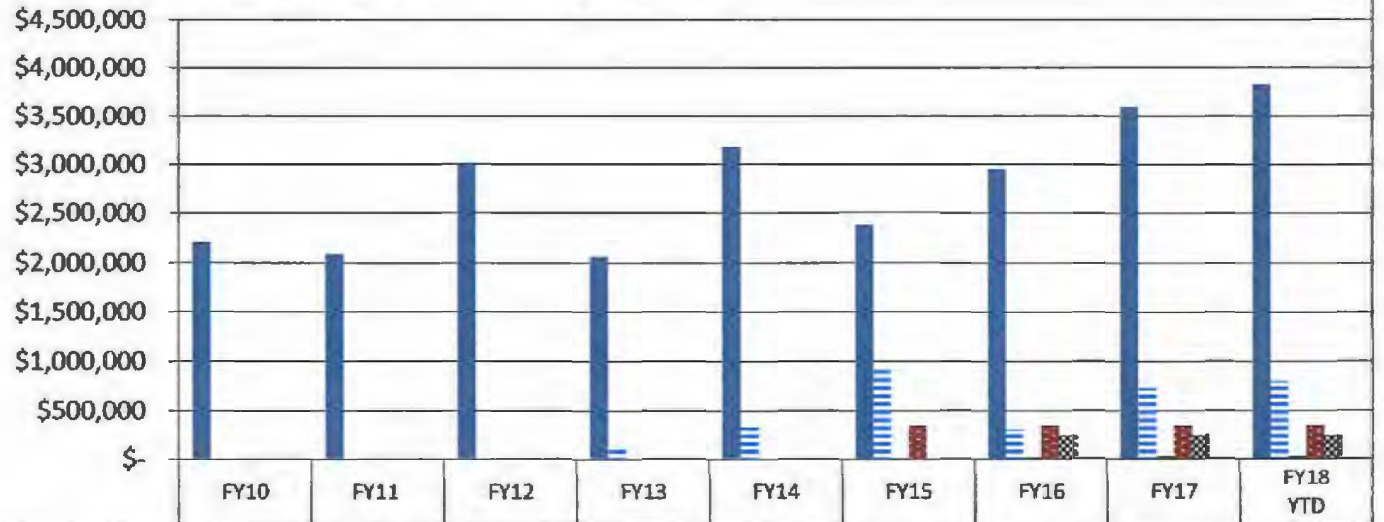
Long-range budget and strategic planning substantiated by established goals and objectives will continue to guide us and has served us well the past few years.

PAV;9/09  
Updated: 10/10  
Updated: 10/11  
Updated 12/12  
Updated 12/13  
Updated 10/14  
Updated 12/15  
Updated 12/16  
Updated 11/17

Data provided by:

- Nancy Holt, Finance Director/Town Accountant
- Pam Avitabile, Treasurer/Collector
- Steve Jarzembowski, Director of Assessing
- Paul Donlan, School Business Manager

### Scituate Stabilization Funds



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18 YTD
Stabilization Fund Balance	\$2,202,03	\$2,084,46	\$3,012,79	\$2,061,48	\$3,179,05	\$2,374,38	\$2,950,82	\$3,595,16	\$3,832,73
Capital Stabilization Fund Balance				\$100,004	\$329,402	\$924,071	\$309,624	\$738,094	\$804,539
Economic Development Stabilization Fund Balance						\$13,540	\$23,619	\$33,722	\$33,831
Sewer Enterprise Capital Stabilization Fund Balance						\$350,446	\$351,570	\$352,746	\$353,891
Water Enterprise Capital Stabilization Fund Balance							\$250,575	\$251,591	\$252,545
Golf Enterprise Capital Stabilization Fund Balance									\$15,000

## SCITUATE TAX RATES

YEAR	TAX RATE	REVAL YEAR
1980	\$91.00	
1981	\$95.00	
1982	\$25.90	
1983	\$24.90	
1984	\$24.90	
<b>1985</b>	<b>\$18.90</b>	<b>REVAL</b>
1986	\$18.68	
1987	\$19.78	
<b>1988</b>	<b>\$10.01</b>	<b>REVAL</b>
1989	\$10.27	
1990	\$10.57	
<b>1991</b>	<b>\$11.09</b>	<b>REVAL</b>
1992	\$12.54	
1993	\$12.97	
<b>1994</b>	<b>\$14.50</b>	<b>REVAL</b>
1995	\$14.93	
1996	\$15.33	
<b>1997</b>	<b>\$14.80</b>	<b>REVAL</b>
1998	\$15.19	
1999	\$15.87	
<b>2000</b>	<b>\$13.85</b>	<b>REVAL</b>
2001	\$14.70	
2002	\$15.31	
<b>2003</b>	<b>\$ 9.38</b>	<b>REVAL</b>
2004	\$10.00	
2005	\$ 9.48	
<b>2006</b>	<b>\$ 8.16</b>	<b>REVAL</b>
2007	\$ 8.31	
2008	\$ 9.22	
<b>2009</b>	<b>\$ 9.68</b>	<b>REVAL</b>
2010	\$10.56	
2011	\$11.25	
<b>2012</b>	<b>\$12.34</b>	<b>REVAL</b>
2013	\$12.72	
2014	\$13.05	
<b>2015</b>	<b>\$13.10</b>	<b>REVAL</b>
2016	\$14.14	
2017	\$14.09	
2018	\$13.95	

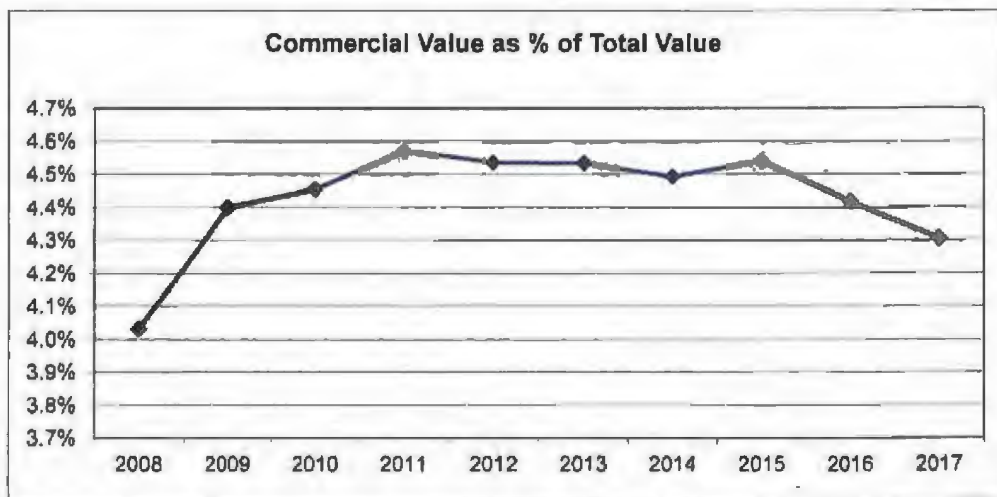
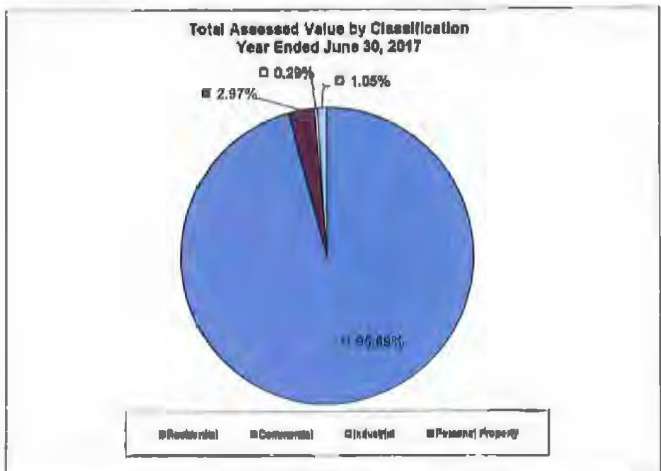
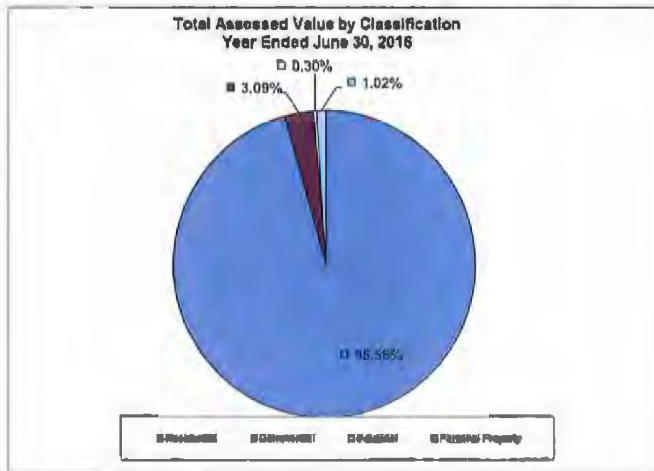
## Average Single Family Tax Bill

Municipality	Year	Single Family Values	Single Family Parcels	Average Single Family Value	Single Family Tax Bill*
Abington	2018	1,293,608,500	3,771	343,041	6,113
Braintree	2018	4,039,833,100	9,059	445,947	4,700
Bridgewater	2018	1,955,963,500	5,394	362,618	5,508
Cohasset	2018	2,277,441,600	2,373	959,731	12,275
Duxbury	2018	3,320,253,050	4,881	680,240	10,312
East Bridgewater	2018	1,236,085,400	3,799	325,371	5,844
Hanover	2018	2,059,566,300	4,190	491,543	8,002
Hingham	2018	5,019,280,800	6,226	806,181	9,489
Kingston	2018	1,527,902,980	4,003	381,689	6,279
Marshfield	2018	3,955,628,700	9,120	433,731	5,799
Milton	2018	4,725,654,300	7,169	659,179	9,103
Norwell	2018	2,130,246,100	3,415	623,791	10,193
Pembroke	2018	1,956,194,000	5,235	373,676	5,564
Rockland	2018	1,135,808,200	3,803	298,661	5,442
Scituate	2018	3,748,327,800	6,777	553,095	7,716
Weymouth	2018	4,728,075,050	13,307	355,307	4,441

**Assessed Value and Actual Value of Taxable Property by Classification and Tax Rates**

**Last Ten Years**

Year	Assessed and Actual Values and Tax Rates									
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Total Commercial Value	Commercial Tax Rate	Commercial % of Total Value	Total Direct Rate	Total Town Value
2008	\$4,072,204,708	\$9.22	\$131,446,282	\$5,877,600	\$33,776,310	\$171,100,102	\$9.22	4.0%	\$ 9.22	\$4,243,304,810
2009	\$4,029,488,420	\$9.68	\$138,848,190	\$6,152,800	\$40,416,000	\$186,416,960	\$9.68	4.4%	\$ 9.68	\$4,214,905,410
2010	\$3,804,980,088	\$10.86	\$130,039,932	\$5,585,400	\$41,772,270	\$177,397,502	\$10.56	4.5%	\$10.56	\$3,982,377,590
2011	\$3,675,696,207	\$11.25	\$127,562,193	\$5,585,400	\$42,758,110	\$176,005,703	\$11.25	4.8%	\$11.25	\$3,861,701,910
2012	\$3,610,700,846	\$12.34	\$127,007,544	\$5,181,100	\$39,308,800	\$171,497,444	\$12.34	4.5%	\$12.34	\$3,782,198,290
2013	\$3,608,700,380	\$12.72	\$126,075,000	\$5,181,100	\$40,087,220	\$171,343,320	\$12.72	4.5%	\$12.72	\$3,780,043,710
2014	\$3,654,708,380	\$13.05	\$125,105,420	\$9,112,700	\$37,666,690	\$171,905,010	\$13.05	4.6%	\$13.05	\$3,826,611,390
2015	\$3,783,130,865	\$13.10	\$125,426,835	\$12,415,000	\$41,124,560	\$178,966,385	\$13.10	4.5%	\$13.10	\$3,942,097,250
2016	\$3,901,948,229	\$14.14	\$126,200,871	\$12,415,000	\$41,692,030	\$180,307,901	\$14.14	4.4%	\$14.14	\$4,082,256,130
2017	\$4,091,047,873	\$14.09	\$126,931,317	\$12,397,200	\$44,743,570	\$184,072,087	\$14.09	4.3%	\$14.09	\$4,275,119,960



(1) Revaluation year.  
 Source: Assessor's Department, Town of Scituate, Department of Revenue records and Official Statements.  
 All property in the Commonwealth of Massachusetts is assessed at 100% of fair cash value.

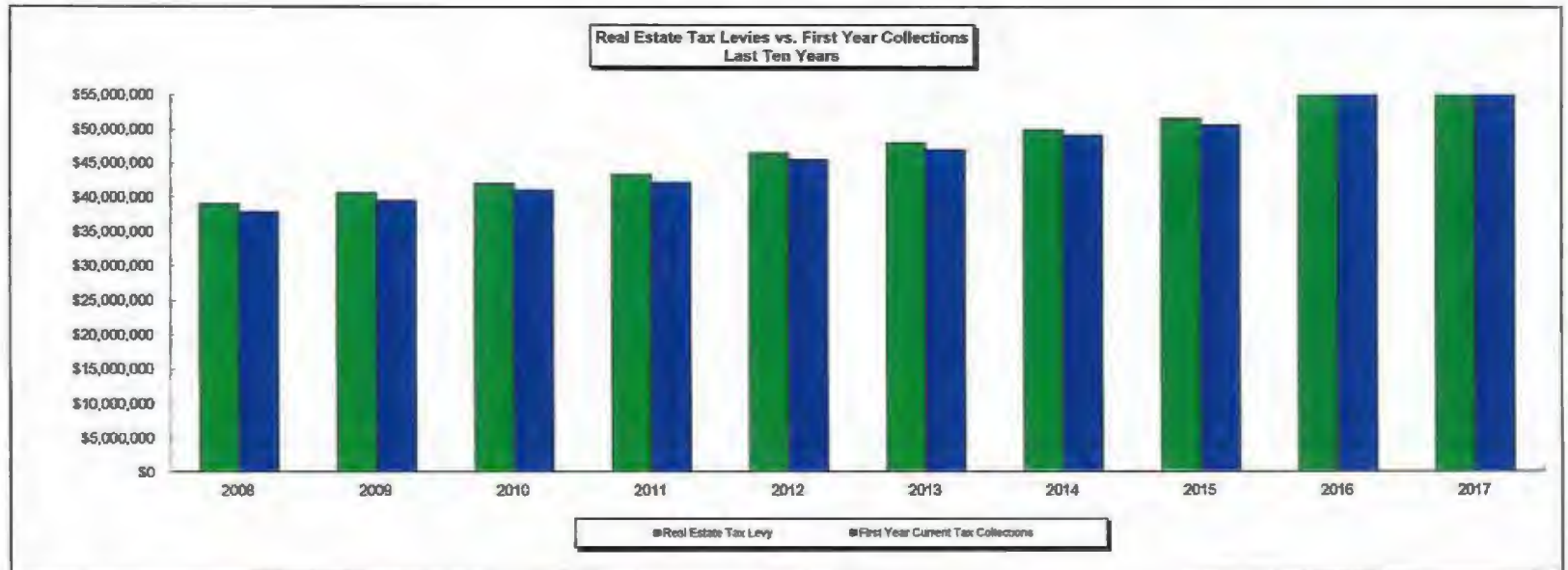
The Town is not subject to any overlapping revenue rates

Note: Chapter 59, Section 21C of the Massachusetts General Laws, known as "Proposition 2 1/2", imposes 2 separate limits on the annual tax levy of the Town. The primary limitation is that the tax levy cannot exceed 2 1/2 percent of the full and fair cash value. The secondary limitation is that the tax levy cannot exceed the maximum levy limit for the preceding year as determined by the State Commissioner of Revenue by more than 2 1/2 percent, subject to an exception for property added to the tax rolls and for certain substantial valuation increases other than as part of a general revaluation. The secondary limit may be exceeded in any year by a majority vote of the voters, however it cannot exceed the primary limitation.

**Property Tax Levies and Collections**

**Last Ten Years**

Year	Total Tax Levy	Less Abatements & Exemptions	Net Tax Levy	Net as % of Total	First Year Current Tax Collections	Percent of Net Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Net Tax Levy
2008	\$39,123,270	\$141,118	\$38,982,152	99.64%	\$37,823,804	97.03%	\$739,620	\$38,563,424	98.93%
2009	(1) \$40,800,384	\$249,897	\$40,550,487	99.39%	\$39,438,104	97.26%	\$564,340	\$40,002,444	98.65%
2010	\$42,053,907	\$152,088	\$41,901,819	99.64%	\$40,930,180	97.68%	\$489,615	\$41,419,795	98.85%
2011	\$43,334,646	\$115,758	\$43,218,888	99.73%	\$42,119,403	97.46%	\$400,032	\$42,519,435	98.38%
2012	(1) \$46,672,324	\$249,523	\$46,422,801	99.47%	\$45,433,883	97.87%	\$434,613	\$45,868,496	98.81%
2013	\$48,082,156	\$144,913	\$47,937,243	99.70%	\$46,882,580	97.80%	\$543,692	\$47,426,272	98.93%
2014	\$49,937,279	\$114,882	\$49,822,397	99.77%	\$49,062,343	98.47%	\$466,423	\$49,528,766	99.41%
2015	(1) \$51,871,474	\$112,627	\$51,558,847	99.78%	\$50,540,571	98.03%	\$449,771	\$50,990,342	98.90%
2016	\$57,723,102	\$275,943	\$57,447,159	99.52%	\$56,591,303	98.51%	\$593,285	\$57,184,588	99.54%
2017	\$60,236,440	\$250,001	\$59,986,439	99.58%	\$59,115,718	98.55%	\$0	\$59,115,718	98.55%



(1) Revaluation year.

Source: Assessor's Department and Official Statements, Town of Scituate



### Explanation of Bond Ratings and What They Mean

Moody's Investor Services Ratings	Standard & Poor's Service Rating	Scituate's Historical Rating	In June 2015, the Town of Scituate's AA+ bond rating was affirmed by Standard & Poor's with a stable outlook. Standard & Poor's cited that the Town had a very strong economy, strong budgetary performance resulting in operational surpluses, strong budget flexibility with both strong management and institutional framework with financial policies in place.
			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.
Aaa	AAA		
Aa1	AA+	2012-2015	
Aa2	AA	2011	
Aa3	AA-	2003-2010	
			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 a high quality by all standards. They are rated lower than AA 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.
A1	A+		
A2	A		
A3	A-		
			An obligor rated <b>A</b> has strong capacity to meet its financial commitments. Bonds Posses many favorable investment attributes and are considered upper medium-grade. Factors given security to principal and interest are considered adequate, but elements may be present which suggest a susceotability to impairment some time in the future.
Baa1	BBB+		
Baa2	BBB		
Baa3	BBB-		
			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.
Ba1	BB+		
Ba2	BB		
Ba3	BB-		
			An obligor rated <b>BB</b> is less vulnerable in the neat term than other lower-rated obligors,. However, it faces major ongoing uncertainties and exposure to adverse business, financial, or economic condistions, which could lead to inadequate capacity to meet its financial commitments. Uncertainty of position characterizes the bonds in this class.
B1	B+		
B2	B		
B3	B-		
			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.
Caa	CCC		
Ca	CC		
C	C		
			An obligor rated <b>CC</b> is currently highly vulnerable. Such issues are often in default or have other marked shortcomings
			An obligor rated <b>C</b> is highly vulnerable. This is the lowest class of bonds, and issues so rated can be regarded as having extremely poor prospects of ever attaining any real investment standing.

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: Board of Selectmen Office**

**MISSION STATEMENT:**

To oversee the efficient and orderly operation of the Board of Selectmen's office and perform all administrative duties of the board and serve as a link between the Board of Selectmen and the residents of the Town of Scituate to insure the delivery of high quality services.

**FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

- GOAL 1:** Improve office efficiencies for Selectmen meeting backup prep.
1. Insure Selectmen packet completed by Friday at noon to the greatest extent feasible. ONGOING
  2. Work with Department Heads on adhering to deadlines & procedures. ONGOING
  3. Communicate and distribute timelines to all stakeholders. 1QFY19
  4. Work with Town Administrator as needed or required to accomplish. ONGOING
  5. Work with IT to implement the use of laptops for Selectmen. 1QFY19
  6. Develop procedures to implement the use of laptops for Selectmen to access packet. 1QFY19
- GOAL 2:** Continue ongoing training of Administrative Assistant
1. Prepare list of job tasks & functions for preparation of Selectmen packet and minutes. 1QFY19
  2. Monitor work activity for Selectmen meeting preparation and filing of minutes. 2QFY19
  3. Provide feedback to Administrative Assistant. ONGOING
- GOAL 3:** Archive old files from Board of Selectmen's Office
1. Engage senior tax program individual to assist with project. 1QFY19
  2. Review archive policies and timelines for types of documents. 1QFY19
  3. Develop outline of documents and what and when to archive and dispose. 2QFY19
  4. Archive appropriate documents following Town Hall procedures. 3QFY19
- GOAL 4:** Review & recommend updates for Board of Selectmen Policy Book
1. Review existing Board of Selectmen policies. 1QFY19
  2. Recommend to the Town Administrator policies that require updates. 2QFY19
  3. Rewrite and revise policies and present to the Selectmen for review & approval. 4QFY19

**MAJOR BUDGET COMPONENTS**

Personal Services: Salaries, Longevity, Part time, other	36%
Purchase of Services: Support staffing and training, technical services, conferences/meetings, binding and printing, legal advertising, mileage reimbursement, professional dues.	18%
Town Counsel: legal services, litigation	15%
Labor Counsel: contract bargaining	30%
Materials and Supplies	.08%

## FY 2019 RISKS AND CHALLENGES

- The greatest risk to the budget is the unpredictability of legal and litigation fees. It is not known in advance what cases may arise or be resolved for the next fiscal year.
- Time management is a challenge in the Board of Selectmen's office with residents stopping in, phone calls, US mail and emails. Providing excellent customer service to residents is a major component of this position which at times impedes timely attention to other office duties.
- The manual nature of the work in the Board of Selectmen's office is very challenging with the time constraints. We will be continuing our work to document, streamline and mechanize manual processes in FY19 using existing software programs available to us.
- Adapting and changing to meet the requirements of the new Town Administrator.

## DEPARTMENTAL ACCOMPLISHMENTS

1. Developed process for Selectmen to utilize **laptops for daily use & board meetings**.
2. Coordinated and streamlined **Employee Recognition Awards** & Ceremony to recognize day of anniversary.
3. Updated **new open meeting law requirements** and distributed to all department heads and committee chairs.
4. Composed all requests for **proclamations and resolutions** by the Board of Selectmen.
5. Successful **on the job training** for 2 individuals utilizing the Senior Tax Work program for BOS/TA office.
6. Maintain and update Board of Selectmen **website page with all changes** in a timely manner.
7. **Revised Board & Committee handbook**. Organized, developed and facilitated training sessions for Board & Committee members and Town of Scituate Personnel for handbook. Worked with SCTV to develop a YouTube video for ongoing training. Posted to Selectmen page on town website. Implemented website editor for Boards and Committees. Used as model for other communities.
8. Successfully **managed all pole petitions, sewer abatements, and sewer deferrals**.
9. Managed all **annual appointments** for Boards and Committees.
10. Managed all **Town building rentals** for SMC with paid rentals bringing in revenue \$39,425 FY17 and \$8,300 FY18 YTD to Waterways and booked over 100 Town, School, & Board/Committee meetings and events in 2018 YTD.
11. Successfully **managed many events**, coffees and functions throughout the year e.g. Sister City, Meetings in Selectmen Hearing Room, SMC, retirement parties, ribbon cuttings and holiday parties, etc.
12. **Facilitated schedules, correspondence and directives** of the five-member Board of Selectmen and Town Administrator.
13. Successfully **resolved over 100 citizen concerns/questions/complaints** received via phone, email, in office visits or US mail.
14. **Administered Town memorial gift program** with DPW and Swensen Granite. Coordinated installation of memorial benches with families and DPW.
15. **Manage Town of Scituate Facebook page. Increased followers 32%** on Town of Scituate Facebook page to 2,331 followers from 1,779. Update Town of Scituate website communications on behalf of all departments.
16. Worked with IT department to facilitate **Board and Committee access to update Town of Scituate website** with their agenda's, minutes, etc.
17. Developed proposal to CPC for Cedar Point Association, obtained approval and now implementing **Scituate Lighthouse project to add five memorial benches and trash receptacles**. Estimated Completion Date is 12/17/17.
18. With resignation of Town Administrator **prepared documents, warrants, and legal posting for Special Town Meeting** held November 14, 2017 working with legal counsel, Town Accountant and Interim Town Administrator.

<b>DESCRIPTION OF REVENUE</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18 YTD</b>	<b>FY19 Projected</b>	<b>Comments</b>
Alcohol Licenses	\$39,505	\$43,600	\$34,895	\$40,000	
Other Licenses	\$10,752	\$ 7,750	\$ 4,810	\$ 7,500	
SMC Rentals	\$ 31,225	\$ 39,425	\$ 8,300	\$ 34,000	included in Waterways budget

## TOWN OF SCITUATE

**FY 2019 BUDGET**

**DEPARTMENT: 123 ADMINISTRATION**

### **MISSION STATEMENT:**

The Office of the Town Administrator serves the public in a professional and efficient manner while working collaboratively with all municipal employees. Operational and administrative duties include resolving problems and implementing policies and procedures with municipal employees, elected officials, and board and committee members.

### **FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

#### **GOAL 1: To successfully aid in the transition of the new Town Administrator**

1. Work with the new Town Administrator to identify new policies and procedures. 3QFY18
2. Develop new business practices to ensure a smooth transition. 3QFY18
3. Re-evaluate roles and responsibilities to guarantee on par with Town Administrator directives. 1QFY19

#### **GOAL 2: Manage General Liability Insurance programs, coverage, and services**

1. Review FY19 General Property and Liability coverage with Insurance Provider (MIIA) and Town Administrator 3QFY18
2. Work with MIIA to effectively process claims as well as take advantage of training and grant programs. 1QFY19
3. Review statement of values and fleet inventory for Workers Compensation renewal. 2QFY19

#### **GOAL 3: Cross train with Board of Selectmen Office**

1. Work with the Selectmen Office to provide cross training on insurance procedures and claim processing. 1QFY19
2. Provide procedures on response to public records requests.
3. Document and streamline processes, organize files, archive, and dispose of unnecessary documents.

## MAJOR BUDGET COMPONENTS

Personal Services: Salaries, Longevity, Part time, other	36%
Purchase of Services: Support staffing and training, technical services, conferences/meetings, binding and printing, legal advertising, mileage reimbursement, professional dues.	18%
Town Counsel: legal services, litigation	15%
Labor Counsel: contract bargaining	30%
Materials and Supplies	.08%

## FY 2019 RISKS AND CHALLENGES

With a new Town Administrator starting in January of 2018, this office will focus on providing support to ensure a smooth transition. The biggest challenge continues to be managing the daily operations of a hectic office while prioritizing and multi-tasking. We strive to provide stellar service to residents and employees alike. With the new designation as the public Records Access Officer, this past year has proved challenging as the number of requests increased dramatically. The time required to devote to this process is lengthy, but is critical to respond in the required timeframe. We always look to document, streamline and mechanize manual processes and hope to improve on office organization and management of documents.

## DEPARTMENTAL ACCOMPLISHMENTS

1. Compiled the FY18 Operating Budget and Capital Plan books in a timely manner.
2. Coordinated the 2017 Annual Town Report from edit to print.
3. Reviewed Property and General Liability Insurance to include review of buildings and vehicle fleet to ensure accuracy.
4. Renewal of Stop Loss Insurance for Workers Compensation to include payroll data, building, and vehicle fleet information
5. Prepared Board of Selectmen motion books for Special and Annual Town Meetings.
6. Developed a Public Records Compliance Policy as the designated Records Access Officer (RAO), and presented to the Board of Selectmen.
7. Designed two internal training programs: Record Access Officer (RAO) training and general staff, and conducted two training sessions.
8. Managed the public records request process to respond within mandated timeframe.

9. Effectively planned numerous events: Public Safety Ribbon cutting and Dedication Ceremony, Sister City Cork County delegation visit, Pier re-dedication, Scituate Harbor Cultural District ceremony, as well as several welcome receptions and employee retirements.
10. Continued to provide training to part time Administrative Assistant and oversee the license renewal process at year end.
11. Updated website and Facebook with relevant posts in a timely manner.
12. Facilitated schedules, correspondence and directives of the Town Administrator and five-member Board of Selectmen.
13. Successfully resolved citizen concerns/questions/complaints received via phone, email, in office visits or US mail as well as staff inquiries/issues.

DESCRIPTION OF REVENUE	FY17	FY18 YTD	FY19 Projected	Comments
Special Event and Film Permit Fees	\$1094.93	\$837.95		
Rentals – Towers, Go Green	\$281,063.38	\$94,138.83		

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<b>0123 TOWN ADMINISTRATOR</b>							
1123510 BOS/TA - Personal Services							
1123510 511000 REGULAR SA	284,357.64	288,263.00	288,263.00	303,537.00	307,973.00	.00	5.3%
1123510 513000 LONGEVITY	1,800.00	2,800.00	2,800.00	1,600.00	1,600.00	.00	-42.9%
1123510 518000 PART-TIME	12,644.79	48,422.00	48,422.00	14,198.00	31,958.00	.00	-70.7%
1123510 519100 OTHER SALA	7,799.65	13,008.00	13,008.00	5,600.00	5,500.00	.00	-56.9%
<b>TOTAL BOS/TA - Personal Serv</b>	<b>306,602.08</b>	<b>352,493.00</b>	<b>352,493.00</b>	<b>324,935.00</b>	<b>347,031.00</b>	<b>.00</b>	<b>-7.8%</b>
1123520 BOS/TA - Purchase of Service							
1123520 530500 SUPPORT ST	30,439.68	20,000.00	20,000.00	20,000.00	15,500.00	.00	.0%
1123520 530800 TRAINING	6,200.00	48,700.00	48,700.00	48,700.00	48,700.00	.00	.0%
1123520 530900 TECHNICAL	3,296.66	27,000.00	27,000.00	27,000.00	27,000.00	.00	.0%
1123520 532100 CNF/MTG/IG	5,305.36	8,000.00	8,000.00	12,500.00	12,500.00	.00	56.3%
1123520 534100 TELEPHONE	354.03	35,000.00	35,000.00	35,000.00	35,000.00	.00	.0%
1123520 534300 BINDING &	1,958.00	3,700.00	3,700.00	4,200.00	4,200.00	.00	13.5%
1123520 534400 POSTAGE	.00	300.00	300.00	300.00	300.00	.00	.0%
1123520 534600 LEGAL ADVE	7,308.85	7,000.00	7,000.00	7,500.00	7,500.00	.00	7.1%
1123520 571100 MILEAGE RE	1,970.01	2,000.00	2,000.00	2,000.00	2,000.00	.00	.0%
1123520 573100 PROFESSION	5,747.60	6,100.00	6,100.00	6,100.00	6,100.00	.00	.0%
<b>TOTAL BOS/TA - Purchase of S</b>	<b>62,580.19</b>	<b>157,800.00</b>	<b>157,800.00</b>	<b>163,300.00</b>	<b>158,800.00</b>	<b>.00</b>	<b>3.5%</b>
1123530 BOS/TA - Town Counsel							
1123530 531900 LEGAL SERV	68,817.25	70,000.00	70,000.00	70,000.00	70,000.00	.00	.0%
1123530 532900 LITIGATION	16,050.14	60,000.00	60,000.00	60,000.00	60,000.00	.00	.0%
<b>TOTAL BOS/TA - Town Counsel</b>	<b>84,867.39</b>	<b>130,000.00</b>	<b>130,000.00</b>	<b>130,000.00</b>	<b>130,000.00</b>	<b>.00</b>	<b>.0%</b>
1123532 BOS/TA - Labor Counsel							
1123532 530400 CONTRACT B	107,358.07	264,349.00	264,349.00	150,000.00	85,323.00	.00	-43.3%
<b>TOTAL BOS/TA - Labor Counsel</b>	<b>107,358.07</b>	<b>264,349.00</b>	<b>264,349.00</b>	<b>150,000.00</b>	<b>85,323.00</b>	<b>.00</b>	<b>-43.3%</b>
1123540 BOS/TA - Materials & Supplies							
1123540 542000 OFFICE SUP	1,468.26	4,900.00	4,900.00	4,900.00	4,900.00	.00	.0%
1123540 542500 PRINTING &	231.74	200.00	200.00	200.00	200.00	.00	.0%
1123540 558000 OTHER SUPP	.00	2,300.00	2,300.00	2,300.00	2,300.00	.00	.0%
<b>TOTAL BOS/TA - Materials &amp; S</b>	<b>1,700.00</b>	<b>7,400.00</b>	<b>7,400.00</b>	<b>7,400.00</b>	<b>7,400.00</b>	<b>.00</b>	<b>.0%</b>
1123599 BOS/TA - Salary Adjustments							
1123599 511000 SALARY ADJ	-10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	.00	.0%



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Town of Scituate  
 NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
TOTAL BOS/TA - Salary Adjust	-10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	.00	.0%
TOTAL TOWN ADMINISTRATOR	553,107.73	922,042.00	922,042.00	785,635.00	738,554.00	.00	-14.8%



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0149 TOWN ADMINISTRATION							
<hr/>							
1149510 TAdm - Personal Services							
1149510 518000 PART-TIME	27,966.96	.00	.00	.00	.00	.00	.0%
TOTAL TAdm - Personal Servic	27,966.96	.00	.00	.00	.00	.00	.0%
<hr/>							
1149520 TAdm - Purchase of Services							
1149520 530800 TRAINING	18,500.00	.00	.00	.00	.00	.00	.0%
1149520 530900 TECHNICAL	9,731.59	.00	.00	.00	.00	.00	.0%
1149520 534100 TELEPHONE	32,294.07	.00	.00	.00	.00	.00	.0%
1149520 534300 BINDING &	1,088.98	.00	.00	.00	.00	.00	.0%
TOTAL TAdm - Purchase of Ser	61,614.64	.00	.00	.00	.00	.00	.0%
<hr/>							
1149540 TAdm - Materials & Supplies							
1149540 542000 OFFICE SUP	4,114.50	.00	.00	.00	.00	.00	.0%
TOTAL TAdm - Materials & Sup	4,114.50	.00	.00	.00	.00	.00	.0%
TOTAL TOWN ADMINISTRATION	93,696.10	.00	.00	.00	.00	.00	.0%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: ADVISORY COMMITTEE**

**MISSION STATEMENT:**

To consider and make recommendations to Town Meeting on all articles, to develop an annual recommendation on town and school budgets for town meeting consideration and provide an attendant report; to review and approve expenditures from the Reserve Fund, established pursuant to Massachusetts General Laws.

**FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

N/A

**MAJOR BUDGET COMPONENTS**

This budget covers memberships and associated costs of preparing town meeting materials and the Recording Secretary for its meetings. The cost of printing and production of the Advisory Committee book has increased for the third year as the fall special town meeting booklet is no longer copied but sent out to be bound and printed.

**FY 19 RISKS AND CHALLENGES**

N/A

<b>DESCRIPTION OF REVENUE</b>	<b>FY/16</b>	<b>FY/17</b>	<b>FY/18</b>	<b>FY 19</b>	<b>Comments</b>
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N/A

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0131 ADVISORY COMMITTEE							
<hr/>							
1131510 Adv Comm - Personal Services							
1131510 518000 PART-TIME	830.66	1,934.00	1,934.00	1,934.00	1,934.00	.00	.0%
TOTAL Adv Comm - Personal Se	830.66	1,934.00	1,934.00	1,934.00	1,934.00	.00	.0%
<hr/>							
1131520 Adv Comm - Purchase of Service							
1131520 573100 PROFESSION	236.00	250.00	250.00	250.00	250.00	.00	.0%
TOTAL Adv Comm - Purchase of	236.00	250.00	250.00	250.00	250.00	.00	.0%
<hr/>							
1131540 Adv Comm - Materials & Supplie							
1131540 542500 PRINTING &	2,479.80	4,000.00	4,000.00	4,000.00	4,000.00	.00	.0%
TOTAL Adv Comm - Materials &	2,479.80	4,000.00	4,000.00	4,000.00	4,000.00	.00	.0%
TOTAL ADVISORY COMMITTEE	3,546.46	6,184.00	6,184.00	6,184.00	6,184.00	.00	.0%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: RESERVE FUND**

**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 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

N/A

**MAJOR BUDGET COMPONENTS**

N/A

**FY 19 RISKS AND CHALLENGES**

The FY 18 budget appropriated \$75,000 and of this writing none has been used. For the size of our operating budget this is a nominal amount and the fact that it has hardly been used in recent years is commendable. In FY18, \$50,000 was transferred to the OPEB liability and \$5,791 was utilized for an unforeseen repair to fire engine 4. This is a hallmark of tight budgeting. The recommended amount for FY19 remains the same.

<b>DESCRIPTION OF REVENUE</b>	<b>FY/16</b>	<b>FY/17</b>	<b>FY/18</b>	<b>FY 19</b>	<b>Comments</b>
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N/A

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0132 RESERVE FUND							
<hr/>							
1132570 Reserve - Transfers							
1132570 578900 RESERVE FU	.00	75,000.00	75,000.00	75,000.00	75,000.00	.00	.0%
TOTAL Reserve - Transfers	.00	75,000.00	75,000.00	75,000.00	75,000.00	.00	.0%
TOTAL RESERVE FUND	.00	75,000.00	75,000.00	75,000.00	75,000.00	.00	.0%

**TOWN OF SCITUATE**

**FY 2019 BUDGET            DEPARTMENT: FINANCE**

**MISSION STATEMENT:**

To provide accurate, comprehensive and accessible information to the citizens and officials of the Town and to account for the management of Town finances in accordance with federal, state and local laws.

**FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

1. **Assessors:** Complete revaluation of all properties in the Town.
  - a. Award contract to vendor to assist in revaluation process. July 2018
  - b. Review revaluation data with vendor and Department of Revenue Bureau of Accounts. October – November 2018
  - c. File preliminary value statements with Department of Revenue for certification. November 2018
  - d. Submit tax recapitulation with new values. December 2018
  
2. **Treasurer Collector:** Conclude the conversion of the tax collection system to Munis.
  - a. Review first phase conversion of real estate and personal property tax. July 2018
  - b. Finalize second phase of motor vehicle and boat excise conversion. August-September 2018
  - c. Build tax title history into new system. November – December 2018
  
3. **Accounting:** Improve reporting offerings to improve financial transparency.
  - a. Examine existing reports offered for improvements in comprehension and presentation. July – September 2018
  - b. Develop Popular Annual Financial Report (PAFR) upon completion of Consolidated Annual Financial Report (CAFR). October 2018
  - c. Provide draft reports to others for review and comment. November 2018
  - d. Finalize report formats for future use. December 2018-January 2019
  
4. **Human Resources:** Develop human resource module of Munis for integration with Employee Self Service and continuation of automatization of payroll and human resource functions.
  - a. Meet with Munis implementer to explore options available in module. July – August 2018
  - b. Build out tables to provide functionality by management and employees of new functionality. September - October 2018
  - c. Introduce available options to users. November 2018

**MAJOR BUDGET COMPONENTS**

Personal Services	\$794,375	82.8%
Audit, Postage, Maps & Ambulance Billing	\$145,600	15.2%
Dues & Conferences	\$ 6,975	.8%
Materials, Printing & Supplies	\$ 11,950	1.2%

## FY 2019 RISKS AND CHALLENGES

**Assessors:** The department will have a new Director of Assessing for FY 2019 due to the retirement of Stephen Jarzembowski after 27 years of valued service to the citizens of Scituate. The new Director will be faced with a revaluation of all of the properties in the Town in the first year of employment.

**Treasurer Collector:** The members of the office will need to maintain the momentum from the prior successful conversions as they conclude the third major phase of the transition to the new software with the conversion of the collection functions.

**Accounting:** Accounting will continue to be the project managers of the financial management conversion and interface with users to ensure access, appropriate permissions are assigned, users are adequately trained and departments are able to access data efficiently while ensuring the project reaches its conclusion in fiscal year 2019.

**Human Resources:** The functions of the Human Resources Director will be re-defined in FY 2019 to meet the needs of employees and management and to maximize the resources of the new software to communicate with employees, department heads and to recruit new employees.

## ACCOMPLISHMENTS

### **Interdepartmental Cooperation**

The departments continued to demonstrate their excellent working relationships as evidenced by the early setting of the tax rate, successful audit completion in September, timely reconciliations and supportive participation in the multiple phases of the financial management conversion.

### **Staffing**

Two department head level positions were filled in the Finance area with the hiring of a new Human Resources Director and a new Director of Assessing.



## TOWN OF SCITUATE

**FY 2019 BUDGET**

**DEPARTMENT: TOWN ACCOUNTANT**

### MISSION STATEMENT:

To provide accurate, comprehensive and accessible information to the citizens and officials of the Town and to account for the management of Town finances in accordance with federal, state and local laws.

### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Expedite the implementation of financial transparency measures through preparation for an “open checkbook” functionality available through the Town’s website.
  - a. Examine available financial data sets with Public Information Officer to determine those most requested. September 2018
  - b. Review available software with Information Technology department for compatibility with existing website and requirements necessary to publish and maintain information dynamically rather than in a static environment. October - December 2018
  - c. Consult with other municipalities which have implemented financial transparency measures for best practices and recommendations for successful execution. January-March 2019
  - d. Present recommendations to Town Administrator for implementation. April-June 2019
  
2. Create an emergency management financial resource center to identify, document, prepare and address emergency management expenditures and attendant claim processes in a streamlined manner.
  - a. Identify emergency provisions in existing vendor contracts and ascertain known cost centers not currently addressed for potential inclusion in future contracts. August –October 2018
  - b. Review current MEMA/FEMA requirements for reimbursement and discover reporting areas that need to be classified including required documentation and labeling of available fleet resources. November - December 2018
  - c. Collaborate with emergency management departments of fire, police, IT, facilities and DPW to develop record keeping systems such as standardized forms for personnel deployment that can be update on an annual basis and then implemented during or immediately after a storm event. January-March 2019
  - d. Compile a resource guide for emergency management staff of available sources of goods and services in existing contracts, state contracts, emergency procurement procedures and financial record keeping. April-June 2019
  
3. Develop a Popular Annual Financial Report (PAFR) for FY19.
  - a. Review other municipal PAFRs for components most applicable and useful to users. Jul - Oct 2018
  - b. Prepare draft PAFR for review by Town Administrator and other key personnel. Nov 2018
  - c. Submit PAFR to Government Finance Officers Association for review Dec 2018
  - d. Publish final PAFR on departmental webpage. Jan-Feb 2019

## MAJOR BUDGET COMPONENTS

Personal Services	\$300,204	84.5%
Audit, Dues & Meetings	\$ 53,600	15.1%
Materials & Supplies	\$ 1,300	0.4%

## FY 2019 RISKS AND CHALLENGES

The financial management conversion to Munis will be completed in FY 2019 after which the department will do a thorough review of any open issues relevant to training. The department will be focused on improving its reporting in a variety of formats and access methods with the functionality of the new system. The department continues to provide internal support for users of the new system and the access databases surrounding new user training, browser incompatibility, user permissions and training.

The continued clean-up of the combined vendor database is ongoing including the W-9 updates for older vendors on a rolling basis. The vendor database currently has over 6,800 vendors which makes the issuance of 1099s a challenge. The new buildings have brought with them new utility bills. Identifying these bills, correcting sales tax issues and assigning them to the appropriate budget source has been a priority for the office. Multiple new accounts were established in FY17 for the Facilities budget to track utility costs by building and the Accounting Department staff monitors these accounts to ensure that the bills are coded correctly so the resulting data can be relied upon by users for forecasting future costs and identifying inconsistencies.

## DEPARTMENTAL ACCOMPLISHMENTS

### **Munis Conversion**

FY 2017 marked the completion of the first phase of the financial conversion which included accounts payable, purchasing, cash receipts and budgeting. Training occurred during the year with "101" courses and tip cards for users to gain familiarity. The conversion process started for the payroll/HR module to go live in 1/2018 and the utility billing module to go live in 2/2018. The collections module will be the final major component to transition in late FY2018 and early FY2019. The personnel Access databases for tracking accruals were completed by the Assistant Town Accountant and will be transitioned into the new system to provide immediate and direct access to accrual records by employees.

### **Training**

The Assistant Town Accountant and Bookkeeper both attended Inspector General procurement training to familiarize themselves with the changes to the procurement statutes by the Municipal Modernization legislation. The members of the department provide procurement assistance as well as review all contracts prior to submission to the Town Administrator or Board of Selectmen for approval for compliance with form and procurement requirements.

### **Awards**

The department was also pleased to have its annual Comprehensive Annual Financial Report (CAFR) recognized with a Certificate in Achievement for Excellence in Financial Reporting for the third straight year.

### **Reporting**

The department successfully closed the fiscal year for the first time on the new software, filed for certification of retained earnings and free cash, completed the CAFR for FY 2017 and filed the tax recap for the FY18 tax rate.

DESCRIPTION  
OF REVENUE

FY16

FY17

FY18  
YTD

FY19  
Projected

Comments

N/A

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 Town of Scituate  
 NEXT YEAR BUDGET COMPARISON REPORT

 P 6  
 bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0135 TOWN ACCOUNTANT							
<hr/>							
1135510 Town Acct - Personal Services							
1135510 511000 REGULAR SA	289,517.30	292,236.00	292,236.00	301,242.00	293,652.00	.00	3.1%
1135510 513000 LONGEVITY	1,100.00	1,100.00	1,100.00	1,950.00	1,950.00	.00	77.3%
1135510 517200 SICK LEAVE	.00	.00	.00	500.00	500.00	.00	.0%
1135510 519100 OTHER SALA	565.70	5,745.00	5,745.00	6,328.00	4,102.00	.00	10.1%
TOTAL Town Acct - Personal S	291,183.00	299,081.00	299,081.00	310,020.00	300,204.00	.00	3.7%
<hr/>							
1135520 Town Acct - Purchase of Servic							
1135520 530900 TECHNICAL	48,500.00	58,000.00	58,000.00	55,000.00	50,000.00	.00	-5.2%
1135520 532100 CONFERENCE	370.00	1,600.00	1,600.00	1,600.00	1,600.00	.00	.0%
1135520 571100 MILEAGE RE	923.51	1,000.00	1,000.00	1,000.00	1,000.00	.00	.0%
1135520 573100 PROFESSION	775.00	1,000.00	1,000.00	1,000.00	1,000.00	.00	.0%
TOTAL Town Acct - Purchase o	50,568.51	61,600.00	61,600.00	58,600.00	53,600.00	.00	-4.9%
<hr/>							
1135540 Town Acct - Materials & Suppli							
1135540 542000 OFFICE SUP	895.44	1,300.00	1,300.00	1,300.00	1,300.00	.00	.0%
TOTAL Town Acct - Materials	895.44	1,300.00	1,300.00	1,300.00	1,300.00	.00	.0%
TOTAL TOWN ACCOUNTANT	342,646.95	361,981.00	361,981.00	369,920.00	355,104.00	.00	2.2%

## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: ASSESSORS

MISSION STATEMENT: The mission of the Assessor's Office is to insure a process of fair and equitable assessments in accordance with Massachusetts General Law and Department of Revenue guidelines, directives, and policies

### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goals and objectives have not been provided for FY 2019 as the incumbent Department Head will have retired from the Town at the start of the next fiscal year. Several goals submitted in previous fiscal years have been completed or are on-going. It would seem inappropriate to submit goals going forward for a new Department Head to implement without their input in the process. Ideally, that individual should have the opportunity to review current department procedures and policies and submit goals and objectives in subsequent fiscal years consistent with their direction for the department. However, one goal that should be considered would be the timely completion of the FY 2019 re-certification (revaluation). Although an essential function of the department, its completion is critical for the financial stability of the Town (also noted in the Risks and Challenges section).

### MAJOR BUDGET COMPONENTS

As part of its daily operation, the Assessor's Office responds to inquiries from taxpayers, appraisers, attorneys, banks, realtors, surveyors, and others. The office also administers or performs the appraisal of over nine (9,000) thousand parcels of property. In addition, the Assessor's office processes over fifteen (15,000) thousand motor vehicle and boat excise bills each year.

Exemptions to qualified taxpayers are also processed each year as well as any requests for abatement.

Approximately 300 exemptions are granted each year to disabled veterans, surviving spouses, elderly, and blind taxpayers. The office also provides abutters lists to various departments and individuals 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 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.

## FY 2019 RISKS AND CHALLENGES

Continue to maintain uniform and equitable assessments in a waterfront community. Communities with significant waterfront and water-view parcels present an assessment challenge more complex than non-waterfront communities.

In FY 2019 the town will be required to conduct a re-certification (revaluation) of all property in Scituate. The Department of Revenue will monitor the progress and make several visits to town leading up to re-certification. Consequently, the re-certification effort must be completed on a strict schedule to guarantee issuance of timely real estate tax bills in late December.

Maintain our level of customer service despite the potential for conflict that is inherent with our function. Our interaction with residents and taxpayers differs from many other offices in the building given the financial nature of our office.

Monitor building permit activity for proper scheduling of field inspections. With several new developments in the pipeline, it is essential that field inspections be completed timely to prevent delays in the value and tax rate approval process.

## DEPARTMENTAL ACCOMPLISHMENTS

Received FY 2018 approval of assessed values and new growth revenue (new construction) from the Department of Revenue on 10/12/2017. Only one town on the South Shore received earlier approval.

Once again realized a reduction in real estate abatement applications from the prior fiscal year with a total of thirty-six applications filed.

Continued to process over ninety percent of all Veteran exemption applications prior to the issuance of the FY 2017 third quarter real estate bill.

Completed audit of second home personal property inventory in preparation of FY 2019 revaluation.

In conjunction with Chief Clerk, effectively trained newer staff in office procedures while meeting statutory deadlines and maintaining cyclical assessing schedule.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
Property cards Abutter's Lists Deeds Assessment Reports	\$ 3,032	\$ 3,010	\$ 1,090	\$ 3,000	

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0141 ASSESSORS							
<hr/>							
1141510 Assr - Personal Services							
1141510 511000 REGULAR SA	177,685.90	143,441.00	143,441.00	178,373.00	183,014.00	.00	24.4%
1141510 513000 LONGEVITY	1,850.00	2,225.00	2,225.00	925.00	925.00	.00	-58.4%
1141510 517200 SICK LEAVE	.00	500.00	500.00	500.00	500.00	.00	.0%
1141510 518000 PART-TIME	12,249.69	53,808.00	53,808.00	16,418.00	16,418.00	.00	-69.5%
1141510 519100 OTHER SALA	1,402.05	2,000.00	2,000.00	2,000.00	1,975.00	.00	.0%
TOTAL Assr - Personal Servic	193,187.64	201,974.00	201,974.00	198,216.00	202,832.00	.00	-1.9%
<hr/>							
1141520 Assr - Purchase of Services							
1141520 524100 OFFICE MAC	.00	150.00	150.00	.00	.00	.00	-100.0%
1141520 530900 TECHNICAL	3,200.00	3,200.00	3,200.00	3,100.00	3,100.00	.00	-3.1%
1141520 532100 CONFERENCE	.00	.00	.00	250.00	250.00	.00	.0%
1141520 534300 BINDING &	1,147.72	1,150.00	1,150.00	1,150.00	1,150.00	.00	.0%
1141520 571100 MILEAGE RE	303.18	300.00	300.00	300.00	300.00	.00	.0%
1141520 573100 PROFESSION	260.00	300.00	300.00	300.00	300.00	.00	.0%
TOTAL Assr - Purchase of Ser	4,910.90	5,100.00	5,100.00	5,100.00	5,100.00	.00	.0%
<hr/>							
1141540 Assr - Materials & Supplies							
1141540 542000 OFFICE SUP	364.26	500.00	500.00	500.00	500.00	.00	.0%
TOTAL Assr - Materials & Sup	364.26	500.00	500.00	500.00	500.00	.00	.0%
TOTAL ASSESSORS	198,462.80	207,574.00	207,574.00	203,816.00	208,432.00	.00	-1.8%



## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: #145 Treasurer/Collector

#### MISSION STATEMENT:

The Town Treasurer/Collector is responsible for collecting, managing, and investing all town funds; to provide efficient and accurate tax information and services to the taxpayers; issue all authorized debt; provide benefits to all Town employees; and to pay the bills and payroll of the Town in an efficient and timely manner in accordance with Massachusetts General Laws.

#### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Goal: Maximize efforts to collect a minimum of 15 tax title accounts without incurring additional legal expense. (Timeline: FY19 - FY20)
  - A. Assign accounts for collection to the Treasurer/Collector (TC) staff. (Timeline: January 2018 – November 2018)
  - B. 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: January 2018 – November 2018)
  - C. Increase written correspondence to delinquent taxpayers with copies of tax title statements. (Timeline: April 2018 – February 2019)
  
2. Goal: Insure department fluency in the continued conversion of the new integrated financial software. (Timeline FY18 – FY19)
  - A. Continue to attend meeting and training to identify the timelines and requirements for Real Estate, Personal Property, Tax Title, Motor Vehicle and Boat Excise Billing. (FY18-FY19)
  - B. Meet with staff to discuss progress and/or concerns for all phases of the Munis conversion. Have staff create manuals for the Munis process and procedures. (FY18-FY19)
  - C. Work with Accounting, Assessing, and Utility Billing throughout the entire process. (FY18-FY19)
  
3. Goal: Develop a wellness program for Town and School employees. (Timeline FY18 – FY19)
  - A. Meet with the MIIA health representative to discuss what is involved.
  - B. Find interest employees from both the School and the Town to be on the wellness committee. (Timeline: On going)
  - C. Send out a survey of what wellness programs are of interest to employees. (Timeline: this will be a continuing process)
  - D. Develop program ideas for Wellness committee consideration.
  - E. Wellness committee and MIIA representative meet every 6 to 8 weeks.
  - F. Communicate wellness initiatives to all Town employees.
  - G. Setup different wellness functions for employees to attend. (Timeline: January 2018 – will continue)

## MAJOR BUDGET COMPONENTS

Personal Services	\$295,955.	74%
Ambulance	\$ 42,000.	10%
Postage	\$ 44,500.	11%

- The Treasurer Collector's department consists of five full-time employees. A previous part-time position was changed to full time in order to assist with the change to in-house payroll.

-**Ambulance Billing** was a new expense line item in FY15. This represents the payment to Comstar for ambulance collection services. In prior years, this expense was included in the Ambulance Revenue. In FY18 for four months \$12,905 has been paid to Comstar.

-**Postage** is a major component for the Treasurer/Collector budget. As of FY17, all postage for the Town is in the T/C budget. The United States Postal Service filed notice, if approved, to include a one cent increase of first-class mail to take effect on January 21, 2018.

-**Conference/Meetings and Mileage** are related to the education of the Treasurer Collector (TC) and the Assistant Treasurer Collector. It is imperative that the TC keep abreast of changes in municipal finance laws by attending meetings so the staff and other Town employees work collaboratively performing their duties properly. Mileage is also used for bank visits in addition to a multitude of educational meeting.

-**Office Supplies** has increased for FY19 as proposed. The T/C department will start printing all payroll checks and advices in house as of January 1, 2018. In the past the payroll software provider did the printing and the expense was included in the IT budget. This line item has increased because of the addition supplies need. (e.g. envelopes)

-**Printing and Forms** has increased considerably with the Munis software conversion. The T/C office currently submitted a Request for Proposals (RFP) for bill printing and mailing services for Water/Sewer, Real Estate, Personal Property, Motor Vehicle and Boat Excise Billing. The Town received two bids and awarded the contract to Global Direct, LLC. Previously this expense was billed by the software provider and included in the IT budget. The Water/Sewer bill printing and mailing will be paid by the Water Enterprise Fund.

## FY 2019 RISKS AND CHALLENGES

The continuing longevity of the economic down turn for some has resulted in an increase in requests for tax payment plans on the part of our residents. To date, the office has successfully maintained pay year 90+% collection rate, and does very well as compared to previous monthly collection rates. Increased delinquencies result in increased demand bill mailings that in turn 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 (affordable health care), and tax law reform changes remains an ongoing challenge.

## DEPARTMENTAL ACCOMPLISHMENTS

In FY17, 45 parcels were redeemed and \$737,326 was collected from tax title.

As of November 28, 2017, 15 parcels have been redeemed from tax title in FY18. The Treasurer/Collector continues to set up payment plans with several residents. To date (5 months) \$253,433.37 has been collected in tax title for FY18. The Treasurer Collector has worked with many residents to setup payment plans.

The T/C and Accounting office has worked hard converting the current payroll system into Munis. This has been a long and very time consuming process. Many unforeseen issues have surfaced during the conversion. The go live date for payroll is January 2018. This is an ongoing process. All miscellaneous receipts are now being entered through the Munis software.

The T/C office has worked with all departments to ensure that all turnovers are submitted on a timely basis, excel worksheet format, and includes all information needed to work with the Munis software.

The T/C office had a successful transition from Mayflower Municipal Health Group to MIIA. There were meetings held for the retirees and current employees to address the process and inform them of any changes to their insurance coverage.

The Town now has a viable Wellness Committee with the enthusiasm to carry it forward. The committee is made up of both Town and School employees and works with a wellness coordinator from MIIA to offer various wellness to all employees. On December 6<sup>th</sup>, there was a Snow Plow Wellness program at the DPW Highway barn. The workshop consisted on how to prepare for a long day/night in your truck offering ways to stay alert, maintaining a healthy diet, avoid back problems, and how to stay limber to prevent muscle tightness. The workshop was very well received by all.

The T/C office now offers Auto-Pay for online payment through Unibank. Offering residents a secure, easy and convenient way to pay bills. Residents no longer need to worry about misplacing a bill or missing a due date

The T/C office continues to reconcile cash, outstanding receivables, and payroll withholdings in a timely manner on a monthly basis with the Accounting Department.

The T/C office has continued to remain open until 4:30 pm on tax due dates that fall on a Friday for the convenience of taxpayers. Also providing timely email blast and facebook posts keeping the residence updated on upcoming taxes due and any important updates relevant to the T/C department.

The T/C continues to research banks for the safest and highest rates of return. In FY17 \$643,525.49 was earned in interest income.

The T/C department completed another successful beach and transfer station sticker season. Non-resident Humarock and all beach tickets sold out again this year. To date in calendar year 2017, 13,539 stickers have been sold with total sales of \$655,400.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
Municipal Lien Certs	37,000	40,000	18,700	40,000	FY18 YTD as of 10/31/17
Ambulance Receipts	986,930	915,506	368,153	915,000	FY18 YTD as of 11/24/17



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0145	TREASURER/COLLECTOR						
<hr/>							
1145510 Coll - Personal Services							
1145510 511000 REGULAR SA	253,244.68	279,141.00	279,141.00	290,545.00	295,124.00	.00	4.1%
1145510 513000 LONGEVITY	2,200.00	3,800.00	3,800.00	3,800.00	3,800.00	.00	.0%
1145510 519100 OTHER SALA	1,480.27	1,501.00	1,501.00	1,610.00	1,573.00	.00	7.3%
TOTAL Coll - Personal Servic	256,924.95	284,442.00	284,442.00	295,955.00	300,497.00	.00	4.0%
<hr/>							
1145520 Coll - Purchase of Services							
1145520 530900 TECHNICAL	250.00	6,000.00	6,000.00	6,000.00	6,000.00	.00	.0%
1145520 531000 AMBULANCE	36,863.47	42,000.00	42,000.00	42,000.00	42,000.00	.00	.0%
1145520 532100 CONFERENCE	1,493.61	1,200.00	1,200.00	1,200.00	1,200.00	.00	.0%
1145520 534300 BINDING &	155.33	1,100.00	1,100.00	.00	.00	.00	-100.0%
1145520 534400 POSTAGE	38,769.30	42,500.00	42,500.00	44,500.00	44,500.00	.00	4.7%
1145520 571100 MILEAGE RE	825.06	1,000.00	1,000.00	1,000.00	1,000.00	.00	.0%
1145520 573100 PROFESSION	310.00	325.00	325.00	325.00	325.00	.00	.0%
TOTAL Coll - Purchase of Ser	78,666.77	94,125.00	94,125.00	95,025.00	95,025.00	.00	1.0%
<hr/>							
1145540 Coll - Materials & Supplies							
1145540 542000 OFFICE SUP	1,193.99	1,500.00	1,500.00	2,500.00	2,000.00	.00	66.7%
1145540 542500 PRINTING &	.00	800.00	800.00	17,000.00	7,000.00	.00	2025.0%
TOTAL Coll - Materials & Sup	1,193.99	2,300.00	2,300.00	19,500.00	9,000.00	.00	747.8%
TOTAL TREASURER/COLLECTOR	336,785.71	380,867.00	380,867.00	410,480.00	404,522.00	.00	7.8%

## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: INFORMATION TECHNOLOGY

#### MISSION STATEMENT:

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

#### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Goal:  
Expand Implementation of Shoretel telephone system to Recreation (1<sup>st</sup> Quarter Fiscal Year 2019)  
Fire Station 4 (4<sup>th</sup> Quarter Fiscal Year 2019)
2. Goal:  
Create processes and implement technology that support a multi layered approach to business continuity involving critical communications. (Ongoing completion 1<sup>st</sup> Quarter Fiscal Year 2019)  
Objectives:  
Public Safety Complex: Automate failover from Comcast PRI to Verizon Hunt Groups add a third level of failover to wireless cellular networks.  
Station 4: Addition of Shoretel phone system with local analog backup and possible aerial tower for local area network (LAN) connectivity independent of Comcast and National Grid/Eversource failures.
3. Goal:  
Improve overall Information Technology security (Ongoing)  
Objectives:  
Implement multi layered approach to our security including upgrading the existing security software that protects the town of Scituate network, servers, and client machines.  
Improve Software Distribution to mitigate any software that has a vulnerability by automated patching
4. Goal:  
Implement mobile device management (MDM) (1<sup>st</sup> Quarter Fiscal Year 2019)  
Objective: In support of Goal 3 MDM allows greater control over mobile devices that are not only town issued but also Bring Your Own Device (BYOD)
5. Goal:
6. Coordinate technology and network continuity during and post Police Station demolition (1<sup>st</sup> Quarter Fiscal Year 2019)

## MAJOR BUDGET COMPONENTS

The Information Technology (IT) department personnel consist of one 2 FT employees. 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, social media and website presence. Major budget components include Technical Services ~56%, Salaries ~40%, Procurement of hardware ~4%..

## FY 2019 RISKS AND CHALLENGES

The threat landscape is ever-changing and our ability to implement effective policies and controls coupled with educating end users of the importance of security remain a constant challenge. Effective security controls are multi layered and have to be implemented in a way that creates a balance between usability and security.

The town of Scituate is serviced by one major ISP (Comcast) and we rely heavily on Comcast's ability to provide reliable services in both internet and telephony. Reducing our reliance on Comcast at our public safety sites is paramount. This requires these sites to have independent communication that is storm resistant. Microwave tower communications support these persistent connections.

## DEPARTMENTAL ACCOMPLISHMENTS

1. Migrated Police email users to existing Microsoft Exchange email server and domain @scituatema.gov
2. Migrated CJIS services from former Police Department building to Public Safety Complex
3. Redesigned [www.ScituateMa.gov](http://www.ScituateMa.gov) website
4. Created of [www.SeaScituate.com](http://www.SeaScituate.com) EDC website
5. Improved Network Monitoring of various pieces of critical infrastructure throughout Scituate
6. Hardened ingress/egress of data at various offices using Next Generation Firewalls
7. Implemented Station Smarts as replacement for Fire Department Firehouse software
8. Implemented PSC and Library auto attendant to reduce phone traffic handled by dispatchers and library staff
9. Implemented secure remote access to various building control systems.
10. Centralized printing budget to take advantage of economies of scale and reduce administrative overhead
11. Supported continuing rollout of Munis software (Utility Billing/Payroll)
12. Implemented Shoretel phone system at Fire Station 1 & Council on Aging
13. Updated Assessor map parcel layer for MASSGIS Oliver and internal GIS
14. Attended CISSP training and incorporate techniques and processes for a more secure environment
15. Extended Information Technology hours to begin at 7:00 AM to assist in covering several offices that are open prior to Townhall opening and support for Police/Fire operations which are 24x7x365.
16. Implemented Disaster Recovery Site at the Scituate Town Library
17. Installed Shoretel phone system at Station 1 Firehouse and upgrade network infrastructure
18. Managed 386 Active Directory Users & Groups
19. Supported 18 Offices
20. Managed 34 Networks
21. Managed 22 Servers
22. Managed ~1.2 million emails

23. DESCRIPTION  
OF REVENUE

FY165

FY17

YTD

FY18<sup>7</sup>

Projected

FY19

Comments



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

P 10  
bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0155 INFORMATION TECHNOLOGY							
<hr/>							
1155510 IT - Personal Services							
1155510 511000 REGULAR SA	145,574.80	151,400.00	151,400.00	157,692.00	162,844.00	.00	4.2%
1155510 513000 LNGVTY	.00	800.00	800.00	800.00	800.00	.00	.0%
1155510 519100 TRAVEL STI	480.00	480.00	480.00	480.00	480.00	.00	.0%
TOTAL IT - Personal Services	146,054.80	152,680.00	152,680.00	158,972.00	164,124.00	.00	4.1%
<hr/>							
1155520 IT - Purchase of Services							
1155520 524100 OFFICE MAC	12,256.54	14,000.00	14,000.00	21,000.00	21,000.00	.00	50.0%
1155520 530900 TECHNICAL	169,070.23	189,980.00	189,980.00	161,250.00	171,250.00	.00	-15.1%
TOTAL IT - Purchase of Servi	181,326.77	203,980.00	203,980.00	182,250.00	192,250.00	.00	-10.7%
<hr/>							
1155540 IT - Materials & Supplies							
1155540 542000 OFFICE SUP	5.22	400.00	400.00	500.00	500.00	.00	25.0%
TOTAL IT - Materials & Suppl	5.22	400.00	400.00	500.00	500.00	.00	25.0%
<hr/>							
1155580 IT - Capital Outlay							
1155580 585100 EQUIPMENT	35,925.80	14,000.00	14,000.00	14,000.00	14,000.00	.00	.0%
TOTAL IT - Capital Outlay	35,925.80	14,000.00	14,000.00	14,000.00	14,000.00	.00	.0%
TOTAL INFORMATION TECHNOLOGY	363,312.59	371,060.00	371,060.00	355,722.00	370,874.00	.00	-4.1%

## TOWN OF SCITUATE

**FY 2019 BUDGET**

**DEPARTMENT: Cable Television**

### **MISSION STATEMENT:**

Scituate Community Television's mission is to provide all Scituate residents access to the latest equipment, technologies and software related to cable television. SCTV provides training, production facilities, guidance and cablecast time for public, educational and governmental constituencies serving the Town of Scituate. SCTV strives to assist all Scituate residents to create, produce and present creative and informative content for the public. SCTV is Scituate's Very Own Media Source about Scituate, for Scituate, by Scituate."

### **FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**Goal #1. Create new production facility and studio**

**Strategy:**

- a. Meet and plan with the cable board and the Town Administrator to create a schedule for scouting locations. (Months 1-3)
- b. Schedule technology company to layout construction designs and cost. (Months 4-6)
- c. Finalize and implement new facility and studio plans. (Months 5-9)
- d. Review and evaluate design and efficiency of facility and make any necessary changes (Months 9-ongoing)

**Goal #2. Increase public awareness and interest in SCTV**

- a. Schedule meetings with local groups and organizations, citizens and school officials to determine potential content for each division of SCTV. (Months 1-3)
- b. Create policies for borrowing equipment and scheduling studio time to produce and edit content. (Months 4-5)
- c. Create production schedule for studio recording, studio producing and post-production on videos. (Months 4-Ongoing)

**Goal #3. Improve broadcasting and recording in all Town facilities**

- a. Finalize and improve A/V equipment in the Public Safety Building's Emergency Operations Center. (Months 1-3)
- b. Create and finalize A/V equipment at the Town library. (Months 1-3)
- c. Work with Scituate's school administration to create new, or utilize current, recording space. (Months 1-3)
- d. Evaluate current A/V equipment at Town Hall. (Months 1-3)

**Goal #4. Improve and update SCTV equipment and software**

- a. Research and evaluate latest software and equipment. (Months 1-3)
- b. Buy, install and learn techniques and components of software and equipment (Months 2-5)
- c. Develop training schedule and plan to educate the public.

## **MAJOR BUDGET COMPONENTS**

Scituate Community Television is a media outlet for the public to create, produce and present creative and informative content. As SCTV looks forward it most become more accessible to the public and become a distinctive presence. The biggest financial element is a new production facility and studio. Other major expenditures include equipment and software updates needed to improve and ensure that Scituate is at the forefront of community television.

Capital Outlay (58% of budget)

Purchase of Services (38% of budget)

Personal Services (2% of budget)

Material and Supplies (2% of budget)

## **FY 19 RISKS AND CHALLENGES**

Scituate Community Television is producing and creating content on a daily basis but much of the equipment and software is outdated. As SCTV encourages more community members to become involved in media production it is imperative that the equipment and software match that of the current industry standards.

Challenge #1. Updating and Training As SCTV updates equipment and software, extensive training will be needed as well as making sure all new technologies are compatible with current systems in place. All SCTV staff will be trained first, then SCTV will shift to educating community members

Challenge #2. Increasing Staff As SCTV continues to encourage Scituate residents to become involved in community television a larger staff will be needed. This will not only include regular staffing of the studio, but also technical support.

Challenge #3: SCTV Awareness and Coverage SCTV is a source for government meetings, educational events and Scituate happenings. Due to a relatively small staff and resources SCTV's visibility and ability to cover Scituate's community can be challenging. Building a larger staff, recruiting Scituate residents to become SCTV members and developing a promotional plan are the best way to address this challenge.

## **DEPARTMENTAL ACCOMPLISHMENTS**

Accomplishment #1: SCTV continues to broadcast 24 hours a day, 7 days a week, 365 days a year on all THREE television channels. Scituate residents can watch SCTV at any moment to see what's happening in Scituate's government, its educational system and in the general public. The content provided has not only been created and produced by SCTV's own staff but dozens of Scituate groups

and organizations. In addition, SCTV's YouTube page is by far the most populated community television YouTube pages in the area.

Accomplishment #2: SCTV has skyrocketed with original programming content. SCTV developed "Scituate Fandom" highlighting Scituate's school system's sports program using some of Scituate's biggest sports fans. SCTV also created "Dog Walking in Scituate" as a simple way for Scituate residents to get comfortable with A/V equipment and feature their pets at the same time. In addition, SCTV continues to produce original series for Scituate's Council on Aging, Scituate FACTS, Scituate Education Foundation, Scituate Arts Foundation and more groups and organizations.

Accomplishment #3: Though some A/V elements are still in process, SCTV was able to work with several technology companies to complete upgraded A/V systems in Town Hall, the Public Safety Building, and the Town Library. In addition, SCTV finalized work with Comcast to transition SCTV from the 1950's analog age to the digital age.

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0159 CABLE TV							
1159510 Cable - Personal Services							
1159510 511000 REGULAR SA	49,763.49	53,590.00	53,590.00	54,602.00	58,081.00	.00	1.9%
1159510 513000 LNGVTY	.00	800.00	800.00	.00	.00	.00	-100.0%
1159510 518000 PART-TIME	16,965.00	28,080.00	28,080.00	41,920.00	41,920.00	.00	49.3%
TOTAL Cable - Personal Servi	66,728.49	82,470.00	82,470.00	96,522.00	100,001.00	.00	17.0%
1159520 Cable - Purchase of Services							
1159520 524200 REPAIR/MAI	1,464.60	1,500.00	1,500.00	1,500.00	1,500.00	.00	.0%
1159520 530900 TECHNICAL	1,990.00	10,000.00	10,000.00	5,000.00	5,000.00	.00	-50.0%
TOTAL Cable - Purchase of Se	3,454.60	11,500.00	11,500.00	6,500.00	6,500.00	.00	-43.5%
1159540 Cable - Materials & Supplies							
1159540 542000 OFFICE SUP	2,022.85	1,800.00	1,800.00	3,000.00	3,000.00	.00	66.7%
1159540 542300 SPECIAL AG	950.00	950.00	950.00	.00	.00	.00	-100.0%
TOTAL Cable - Materials & Su	2,972.85	2,750.00	2,750.00	3,000.00	3,000.00	.00	9.1%
1159580 Cable - Capital Outlay							
1159580 585100 EQUIPMENT	36,041.88	30,000.00	30,000.00	150,000.00	150,000.00	.00	400.0%
TOTAL Cable - Capital Outlay	36,041.88	30,000.00	30,000.00	150,000.00	150,000.00	.00	400.0%
TOTAL CABLE TV	109,197.82	126,720.00	126,720.00	256,022.00	259,501.00	.00	102.0%

## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: Town Clerk

#### MISSION STATEMENT:

The mission of the Office of the Town Clerk is to serve as the official record keeper and archivist of town records and statistics and 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 maintain public confidence and respect for government.

#### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

##### GOAL #1-CERTIFICATION PROGRAM TOWN CLERK

- A. Early winter study for the certification program for Certified Massachusetts Municipal Clerk (CMMC).
- B. Complete class requirements for points towards certification (June 2018).
- C. July 2018 complete test.

##### GOAL #2-STAFF TRAINING

- A. Continued training classes at the Mass Town Clerk's Association conference.
- B. Training review for "Early Voting" for the fall state election sometime in August of 2018.
- C. Continue training on the state's Voter Registration Information System in regard to ordering extracts, and census information.

##### GOAL #3-SECURITY OF ELECTION EQUIPMENT

- A. Secure space for storing voting machines and the voting bins is a concern. The bins are now stored in the garage under plastic. If they are damaged in any way they will not hold the voting machines and the machines will not work. The voting machines are stored in sheds in the garage at Town Hall.
- B. The walk in vault in the basement of Town Hall is the most secure place for this election equipment as access is limited to only a few departments. Reorganizing and moving other items out of the vault will open up space for the election machines. After this we will see if there is space for the voting bins, as they are very bulky. This will most likely take place sometime in July of 2018.

## MAJOR BUDGET COMPONENTS

There are a few financial challenges for this office in regard to salaries. First and foremost is the opportunity for the Town Clerk to appoint an Assistant Town Clerk by July 1, 2018. A grade increase should be anticipated with the added responsibilities required of this position.

The Assistant Town Clerk would be responsible for the routine to complex administrative, technical support and supervisory functions, assisting the Town Clerk in keeping official municipal records, issuing licenses and official documents, and providing general information to the general public and town departments and all other related work, as required.

Personnel Salaries (including election workers)	82.7%
Election/Town Meeting costs	12.8%
Supplies/Conferences/Printing	4.5%

## FY 2018 RISKS AND CHALLENGES

The biggest risk this department faces as well as other departments in Town Hall this year is the possibility of the retirement of our Town Archivist. The challenge would be finding someone to fill this position on regular volunteer basis, and to date there is no one who has shown any interest in doing so. Increasing archive requests, most of which are of historic or genealogy research has proven to be a challenge for the remaining volunteers in the archives. The preservation projects needed of both historical and future vital records, is painstakingly time consuming even for a regular full time staff. This office is working with Elizabeth Foster, our present Archivist, to discuss ways in which we can find and mentor someone to eventually fill the position once Betty retires.

In preparation for the 2020 Federal Census the town is taking part in the LUCA program (Local Update of Census Addresses). As liaison, this office with the assistance of other departments will be responsible to review and update the U.S. Census Bureau's residential list for this jurisdiction. The U.S. Census Bureau relies on the accuracy of the data provided to be sure the information is complete before mailing out the 2020 Federal Census to all households. The LUCA program will most likely begin in January of 2019 and is estimated to take between 16 and 672 hours to complete, review and submit any updates, depending on the size of each community and the number of changes needed. The responsibility of this project will prove to be challenging as there are deadlines for completion while simultaneously tending to daily demands of normal office procedures.

The final challenge is the "Early Voting" costs for the State election to be held in November of 2018. Guidelines are laid out by the Secretary of the Commonwealth's Election Division in regard to staffing the polling location (Town Hall) for "Early Voting". The guidelines mandate the required number of staff needed to work at the EV polling location. This equates to approximately nine election workers needed for EV each day.

## DEPARTMENTAL ACCOMPLISHMENTS

This May the Town Clerk's office was happy to welcome our new full time Senior Clerk, Heather Nugent.

This office, along with the assistance of other departments successfully conducted the annual town meeting,

the annual town election, a special town election and a fall special town meeting which took place for the first time at the new Center for Performing Arts at Scituate High School.

Sincere thanks to the Scituate Police Department, Scituate Fire Department, the School Department, Custodial Services, Recreation, the Technical Director at SHS, Scituate Cable TV and DPW for their contributions to the success of these events.

There were 1105 dogs licensed in 2017.

This office issued 92 clam licenses.

The number of vital records registered in the Town of Scituate are as follows:

Births-179

Deaths-186

Marriages-72

DESCRIPTION	FY16	FY17	FY18	FY19	Comments	
OF REVENUE		\$38,226.95	\$37,677.30	YTD-\$16,940.00	\$38,500.00	Projected



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0161 TOWN CLERK							
<hr/>							
1161510 Town Clerk - Personal Services							
1161510 511000 REGULAR SA	109,672.36	118,871.00	118,871.00	120,575.00	118,075.00	.00	1.4%
1161510 512000 OVERTIME	2,648.38	1,090.00	1,090.00	1,311.00	1,311.00	.00	20.3%
1161510 513000 LONGEVITY	1,220.75	975.00	975.00	550.00	550.00	.00	-43.6%
1161510 518000 PART-TIME	45,011.77	34,439.00	34,439.00	57,791.00	57,791.00	.00	67.8%
1161510 519100 OTHER SALA	308.13	1,106.00	1,106.00	2,328.00	2,328.00	.00	110.5%
TOTAL Town Clerk - Personal	158,861.39	156,481.00	156,481.00	182,555.00	180,055.00	.00	16.7%
<hr/>							
1161520 Town Clerk - Purchase of Servi							
1161520 524100 OFFICE MAC	.00	50.00	50.00	150.00	150.00	.00	200.0%
1161520 530800 TRAINING	.00	50.00	50.00	100.00	100.00	.00	100.0%
1161520 531100 SUPPORT SE	20,673.16	17,060.00	17,060.00	28,200.00	28,200.00	.00	65.3%
1161520 532100 CONFERENCE	493.72	300.00	300.00	500.00	500.00	.00	66.7%
1161520 534300 BINDING &	2,162.56	2,750.00	2,750.00	4,275.00	4,275.00	.00	55.5%
1161520 571100 MILEAGE RE	69.08	175.00	175.00	300.00	300.00	.00	71.4%
1161520 573100 PROFESSION	150.00	360.00	360.00	360.00	360.00	.00	.0%
TOTAL Town Clerk - Purchase	23,548.52	20,745.00	20,745.00	33,885.00	33,885.00	.00	63.3%
<hr/>							
1161540 Town Clerk - Materials & Suppl							
1161540 542000 OFFICE SUP	1,724.11	1,900.00	1,900.00	2,000.00	2,000.00	.00	5.3%
1161540 542300 SPECIAL AG	617.31	1,000.00	1,000.00	1,000.00	1,000.00	.00	.0%
1161540 542500 PRINTING &	825.72	1,275.00	1,275.00	1,380.00	1,380.00	.00	8.2%
TOTAL Town Clerk - Materials	3,167.14	4,175.00	4,175.00	4,380.00	4,380.00	.00	4.9%
TOTAL TOWN CLERK	185,577.05	181,401.00	181,401.00	220,820.00	218,320.00	.00	21.7%

## TOWN OF SCITUATE

FY 2019 BUDGET

DEPARTMENT: CONSERVATION

### MISSION STATEMENT:

Administer and enforce the State Wetland and Rivers Protection Acts, Scituate Wetland Bylaw, and Stormwater Bylaw. Assist residents with questions and permitting. Manage public conservation land and perform outreach for education of the town's coastal and inland natural resources, and environmental issues.

### FY 2019 GOALS AND OBJECTIVES

- 1. Improve the permitting process through collaboration with other town departments:**
  - Increase efficiency and turnaround time.
  - Ensure that the requirements of applicable inland and coastal regulations are met.
- 2. Assure alterations of Scituate's Resource Areas are protected and minimized:**
  - Educate residents, contractors, and town officials on the importance of complying with the Massachusetts Wetland Protection Act (WPA) and Rivers Protection Act (RPA), the Scituate Wetland Bylaw, and the State and Town's Stormwater Regulations.
- 3. Increase utilization of Town properties for its residents:**
  - Work with the Conservation Commission and other open space volunteers to permit and construct access and parking areas, new trails, and kiosks.
  - Educate residents about the benefits and beauty of public land and natural resources.
- 4. Provide ongoing technical assistance to Planning Department, Building Department, Coastal Resource Officer, and other town staff; residents, elected officials, appointed boards and committees:**
  - Participate in Planning and Development staff meetings and DRT meetings as needed.
  - Meet with state, federal and Scituate officials (Coastal Resource Officer, Planning, Building, Health, Fire and Public Works) to implement strategies to provide improved storm protection for residents.
  - The Conservation Department will strive to streamline the process by offering concise guidance as to the necessary level of permitting required and proper way to attain the permits.
  - Collaborate with the Coastal Resource Officer in grant funding opportunities and help to maintain the current CRS Rating of 7.
  - Participate as a member of the town's Coastal Management Team to mitigate coastal impacts and refine tools for the management and regulation of coastal development and construction in flood prone areas.
  - Work with DPW to insure that public work projects in, or adjacent to, coastal and inland resource areas are completed in compliance with the WPA and the Scituate Wetland Regulations.
  - Continue to educate the public on changing coastal needs and appropriate responses to minimize impacts from coastal storms given climate change, sea level rise and coastal erosion.

- Oversee Minor Activity Permits for work in the buffer zone or resource areas to address post severe storm cleanup.

## MAJOR BUDGET COMPONENTS

The Conservation Department's budget consists of the following:

- Salary for three member staff consisting of the Conservation and Natural Resources Officer, the Coastal Resource Officer, and the Conservation Commission Administrative Assistant;
- Postage, travel and mileage expenses, office supplies;
- Conferences and trainings for both staff and Conservation Commission members;
- Administration of two conservation land trusts: the Driftway Park account for maintenance and development; and the Conservation Fund for maintenance and keeping public conservation land safe and accessible.

## FY 2019 RISKS AND CHALLENGES

- **Backlog of Permitting Applications.** The increased level of current and upcoming development as well as the active real estate market in the Town is expected to increase the number of planning and review meetings to attend. For FY 18, the Conservation Department was able to retain the former Conservation and Natural Resource Officer, Mr Gallivan, who retired in the end of June, at 10 per hours week. Mr. Gallivan helped transition the new Conservation and Natural Resource Officer and focuses his work directly on difficult enforcement cases, allowing the new Officer to focus energy on permit reviews and daily operations. The possible loss of this part time staff is considered a significant challenge.
- **Violations and Enforcement Cases.** For FY 18, the Conservation Department was able to maintain an additional part-time Conservation and Natural Resource Officer at 10 hours per week. In addition to a smooth transition, and knowledge of the history of the enforcement cases, the additional staff allowed the new Officer to focus on difficult ongoing and new enforcement cases. The possible loss of this part time staff is considered a significant challenge.
- **Conservation Office Assistance.** Assisting with permit application processing, entering data, providing technical assistance to residents, contractors, and Commission members, organizing and preparing for public meetings in a professional, courteous manner are just some of the duties which have been performed by our Administrative Assistant, Carol, for the past 22 years. The transition of her position through retirement is anticipated in the next year, and finding and training a new assistant will be considered a major challenge to Scituate Conservation.
- **Economic Development and Permitting.** Increase of commercial and residential development projects, new single family subdivisions, apartment or condominium and/or affordable housing have been observed. Several 40B projects and subdivisions are anticipated in the latter part of FY18 and in FY19. Many of these projects involve permitting with Conservation as they are cited on marginal land near wetland resource

areas or in Scituate's water supply area. These large projects bring additional burden to the office in that they are very time consuming.

### **ACCOMPLISHMENTS**

Oversee permitting of work within jurisdictional areas pursuant to the Massachusetts Wetlands Protection Act, Scituate Wetlands Bylaw, Rivers Protection Act, and Scituate Stormwater Bylaw as follows:

- **52** Notice of Intents (NOI's) and Orders of Conditions (OOCs) for projects that occur close or in the resource areas or have a high probability of having a direct impact;
- **34** Requests for Determinations (RDA) for smaller projects in the outer Buffer Zone, or project with a lesser likelihood of having a direct impact;
- **33** Determinations of Applicability (DOA's) issued;
- **24** Violations; all complaints of wetland violations on private or public land are investigated.
- **450** site visits to monitor existing permit conditions and to investigation and sign off on new permit applications;
- **74** Minor Activity Permits for projects within the buffer zone where little or no impact is expected or to facilitate post severe storm cleanup;
- **30** Certificates of Compliance (CoC's) when a project has been performed in a manner consistent with their permit. These projects were permitted between inception of the Act in 1983 and current;
- **24** Conservation Commission Public Meetings; public hearings for permit applications;
- Signoffs on ALL new permit applications of Board of Health Title V systems, Building Permit construction projects, and Planning and Zoning Board applications;
- Oversight permitting and construction of two major public projects (Middle School and Public Safety Complex);
- Assisted the Coastal Resource Officer with the Community Rating System (CRS) maintain a Class 7, resulting in a 15% reduction in flood insurance premiums for all Scituate floodplain residents.

<b>DESCRIPTION OF REVENUE</b>	<b>FY/16</b>	<b>FY/17</b>	<b>YTD FY/18</b>	<b>FY/19 Estimate</b>
Filing Fees	\$16,297.30	\$34,648.50	\$11,271.75*	\$22,500.00
			*Only reflects revenues to 11/27/17	

## TOWN OF SCITUATE

**FY 2019 BUDGET: FY19**

**DEPARTMENT: Coastal Resource Officer**

**MISSION STATEMENT:** The mission of the Coastal Resource Officer is to work with town officials, state and federal agencies, boards, and residents to protect coastal resources, town infrastructure, private residences, and businesses and to provide sound professional advice and technical expertise to citizens, elected officials, appointed boards and committees, and staff of the Town.

### **FY 2019 DEPARTMENTAL GOALS AND KEY OBJECTIVES**

- 1. Continue to develop pro-active and comprehensive approach to coastal management by implementing existing best practices and exploring new and/or innovative practices and strategies.**
  - a. Explore funding and property assessment to acquire and create a heritage trail in the harbor;
    - a. Work with CPC, Planning and Conservation to explore the value of parcels for purchase (Dec-Feb);
    - b. Explore property assessment for the creation of a heritage trail (Dec-June).
  - b. Review and evaluate the current Floodplain Bylaw and Mapping with Planning, Conservation, and Building for future action (July-Dec);
  - c. Create a Right to Fish Bylaw for the Town of Scituate and provide for public input and support (April-Sept)
  
- 2. Coordinate activities required by the Community Rating System (CRS) program under FEMA, National Flood Insurance Program with focus on maintaining/improving the CRS Rating.**
  - a. Recreate the GIS CRS Open Space Mapping with the 2016 FEMA Floodplain Maps (July-Dec);
  - b. Prepare Annual CRS Report for continued recertification (Jan-April);  
Analyze and compare *2017 CRS Manual* to understand any new requirements for continued participation in the CRS Program (Dec-April);
  
- 3. Implement and seek grant opportunities or creative funding sources for the Town of Scituate to obtain more non-taxpayer funding for coastal infrastructure improvements, studies and plans.**
  - a. Provide support and pursue grant opportunities from State and Federal Agencies (As Available);
  - b. Pursue a Pilot Project/Grant for the Rebecca Road and/or Egypt Beach Bolder Dike Management Strategy for shoreline protection (Jan-June);
    - a. Investigate Bolder Dike strategies through State and Federal permitting agencies as a future coastal shoreline protection measure (Jan-April);
    - b. Search for creative funding opportunities for pilot projects in Scituate (Feb-July).
  - c. Research a regional approach toward funding for future maintenance dredging in the South Shore;
    - a. Explore support from all coastal and tidal riverine communities in the South Shore Region (Dec-Feb);
    - b. Seek funding support from relevant state agencies (e.g., Executive Office of Housing and Economic Development, Department of Conservation, etc.) (Feb-Sept)

## MAJOR BUDGET COMPONENTS

The major budget components for the Coastal Resource Officer include personnel salaries, travel and mileage expenses, office supplies, postage, and conferences/trainings/ASFPM Membership

## FY 2018 RISKS AND CHALLENGES

The largest risk/challenges to face in FY2019 will be successfully acquiring the beach easements required for the beneficial reuse of the dredge materials from the South River Dredge Project and the North Humarock Dune Nourishment and Roadway Elevation Improvements for Coastal Resiliency.

The second largest challenge will be assisting and promoting management strategies and priorities along the coast as recommended in the Coastal Erosion Assessment report. The Town will need to determine the future expenditures and strategies for the most feasible and cost effect outcome.

Last, the challenges related to increased storm events and intensity, sea level rise, combined with undersized culverts, beach erosion, and long time frames for acquiring permits and funding.

## DEPARTMENTAL ACCOMPLISHMENTS

- ***Prepared the following grants:***
  - Federal Emergency Management Agency (FEMA) Grant for FEMA Flood Assistance (FMA) for two private Homeowner Elevation Projects, (\$170,000);
  - Prepared and received a Coastal Zone Management (CZM) Coastal Resiliency Grant application for the engineering and permitting for North Humarock Dune Nourishment and Roadway Elevation Improvements for Improved Coastal Resiliency (\$270,000), currently underway;
  - Levee, Dam Removal and Seawall Improvement Grant for the North Scituate Beach Nourishment Project (\$3,000,000);
  - Prepared and received a Metropolitan Area Planning Council Technical Assistance Grant for the Municipal Vulnerability Assessment and Action Plan (\$60,000).
- ***Managed, administrated and provided technical assistance for:***
  - *Building a Resilient Scituate, Municipal Vulnerability Assessment and Action Plan*, currently underway;
  - Engineering and permitting the North Humarock Dune Nourishment and Roadway Elevation Improvements for Improved Coastal Resiliency with grant funding from CZM. Including research of private septic plans, Assessor Data Cards, property deeds, utility services, waterline plans for the North Humarock Dune Nourishment and Roadway Elevation Improvement project as in-kind match toward grant funds;
  - Final permits for the North Scituate Beach Nourishment Project including grant writing, and facilitation to acquire the Piscataqua River dredge material as a beneficial reuse;
  - South River Dredge and Beneficial Reuse Project, currently in the permitting phase and continue to search for construction funding;
  - North Jetty repair including facilitation of the Right of Entry agreement with the United States Army Corps of Engineers, this project is currently in the bidding process. Construction will commence in the Spring of 2018;
  - FEMA LOMR filing with Woods Hole Group and FEMA.

- ***Provided technical assistance to the:***
  - Harbormaster for replacement of the Cole Parkway chain and dock system, including an ADA accessible gangway;
  - Planning, Conservation, Building Department for projects in the floodplain as requested;
- Collaborated with Planning, Conservation, Building Departments, and the Town Administrator to develop a high hazard overlay district, bylaw language, evaluate 1972 Floodplain Zoning Map and bylaw language with the 2016 FEMA Floodplain Map and NFIP bylaw language to determine future steps forward for the SFHAs;
- Created the South River Dredge Project Fact Sheet and a Question and Answers document about the North Humarock Dune Nourishment and Roadway Elevation project for educational purposes;
- Finalized the beach easement, required for dune/beach nourishment and beneficial reuse projects in the Town;
- Attended training seminars, webinars, and studied literature to explore new and innovative approaches to sea level rise and Floodplain Management including a four day FEMA Advance Floodplain training class. These training opportunities lead to a position as a Certified Floodplain Manager;
- Organized and implemented four outreach events including:
  - FEMA Elevation Grant Informational Meeting
  - Flood Informational Meeting
  - Two North Humarock Beach/Dune Nourishment and Roadway Elevation Improvement Project Meetings.
- Structured and staffed the Coastal Advisory Commission, for meetings, agenda's and presentations throughout the year;
- Facilitated and administered the South Shore CRS User Group quarterly meetings in order to improve our CRS rating;
- Analyzed, compared, researched and provided documentation for continued participate in the CRS Program, which maintains our CRS rating as a 7, resulting in a 15% discount on the cost of flood insurance for Scituate homeowners;
- Created the *Annual Flood Hazard Mitigation Progress Report, 2017* for the CRS Program;
- Provided technical expertise on an ongoing basis to citizens interested in participating in the FEMA FMA/HMGP Hazard Mitigation Elevation Grant Program, including meetings with homeowners and updates to the Town Flood Hazard Mitigation website to ensure it is relevant and useful;
- Organized an educational American beach grass planting with the Town of Scituate, 4<sup>th</sup> grade elementary school on Peggotty Beach;
- Supervised a sea level rise study and presentation for the Town of Scituate, 8<sup>th</sup> Grade Science classes;
- Drafted Scope of Work for the Town of Scituate, Master Plan update;



**DESCRIPTION OF REVENUE**

	<b>FY/15</b>	<b>FY/16</b>	<b>FY/17</b>	<b>FY/18</b>	
<b>GRANTS:</b>				<b>YTD</b>	
FMA Elevation Program				\$2.3 million	Elevation (Completed)
EPA Grant	\$50,000				Planning (Completed)
MAPC	\$50,000				Planning (Completed)
Seaport Advisory Council	\$620,000				Cole Parkway Piers/Docks
FEMA 15 HMGP Elevation		\$544,280			Elevations (Pending)
CZM16 Coastal Erosion		\$240,000			Coastal Plan (Completed)
FEMA 16 FMA Elevation			\$336,225		Elevations (Pending)
Oceanside Drive/7 <sup>th</sup> Seawall			\$2.5 million		Seawall (Completed)
CZM17 Humarock Resiliency			\$137,000		Conceptual (Completed)
CZM18 Humarock Engineer/Permits				\$270,000	Engineer/Permits (Ongoing)
FEMA 16 FMA Elevation				\$170,000	Elevation (Pending)
N. Scituate Beach Nourishment				\$3.0 million	Nourishment (Denied)
MAPC MVP Plan				\$60,000	MVP Plan (Underway)

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0171 CONSERVATION							
<hr/>							
1171510 Conservation - Personal Servic							
1171510 511000 REGULAR SA	144,104.50	183,747.00	183,747.00	204,676.00	204,676.00	.00	11.4%
1171510 513000 LONGEVITY	1,025.00	1,825.00	1,825.00	1,025.00	1,025.00	.00	-43.8%
1171510 517200 SICK LEAVE	500.00	500.00	500.00	500.00	500.00	.00	.0%
1171510 518000 PART-TIME	.00	27,429.00	27,429.00	.00	.00	.00	-100.0%
1171510 519100 OTHER SALA	447.75	1,218.00	1,218.00	470.00	470.00	.00	-61.4%
TOTAL Conservation - Persona	146,077.25	214,719.00	214,719.00	206,671.00	206,671.00	.00	-3.7%
<hr/>							
1171520 Conservation - Purchase of Ser							
1171520 524100 OFFICE MAC	.00	50.00	50.00	100.00	100.00	.00	100.0%
1171520 530800 TRAINING	.00	.00	.00	500.00	500.00	.00	.0%
1171520 530900 TECHNICAL	.00	2,000.00	2,000.00	4,000.00	2,000.00	.00	100.0%
1171520 532100 CONFERENCE	345.00	250.00	250.00	650.00	650.00	.00	160.0%
1171520 534300 BINDING &	.00	2,100.00	2,100.00	3,000.00	3,000.00	.00	42.9%
1171520 534600 LEGAL ADVE	.00	.00	.00	250.00	.00	.00	.0%
1171520 571100 MILEAGE RE	390.83	350.00	350.00	350.00	350.00	.00	.0%
1171520 573100 PROFESSION	601.00	612.00	612.00	675.00	675.00	.00	10.3%
TOTAL Conservation - Purchas	1,336.83	5,362.00	5,362.00	9,525.00	7,275.00	.00	77.6%
<hr/>							
1171540 Conservation - Materials & Sup							
1171540 542000 OFFICE SUP	412.82	600.00	600.00	600.00	600.00	.00	.0%
1171540 542500 PRINTING &	.00	200.00	200.00	550.00	550.00	.00	175.0%
1171540 558100 CLOTHING	150.00	150.00	150.00	150.00	150.00	.00	.0%
TOTAL Conservation - Materia	562.82	950.00	950.00	1,300.00	1,300.00	.00	36.8%
TOTAL CONSERVATION	147,976.90	221,031.00	221,031.00	217,496.00	215,246.00	.00	-1.6%

## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: Planning and Development

**MISSION STATEMENT:** The Department of Planning and Development is responsible for coordinating all of the planning and development-related activities in the Town. The Department provides oversight of the regulatory function and enforcement for land development and management which includes land use, planning and zoning, economic development, coastal management, environmental and wetlands protection, historic preservation, and housing initiatives. To accomplish this, the Department is responsible for coordinating and managing the operations of the Building/Inspections, Conservation, and Planning Departments and provides staff support to a number of volunteer boards and committees including: Planning Board, Conservation Commission, Economic Development Commission, Zoning Board of Appeals, Community Preservation Committee, Historical Commission, Affordable Housing Trust, and Coastal Advisory Commission.

### FY 2019 GOALS AND KEY OBJECTIVES

1. **Work with Town Administrator, department heads and staff, boards/committees, and the public to improve Town services and allocation of organizational resources across Town departments.**
  - A. Enhance coordination and collaboration among departments within the Planning and Development Department (i.e., Building/Inspections, Conservation, Planning), other Town departments (i.e., DPW, Health, Fire, Police, Recreation, etc.), and boards/committees.
  - B. Improve coordination and collaboration with local businesses, regional/state/federal agencies, and other external stakeholders.
  
2. **Provide direction and support to department heads, town staff and boards/committees in areas pertaining to land use, planning and zoning, economic development, coastal management, and conservation.**
  - A. Oversee Planning Board's effort to update the Town's Master Plan (July 18 – June 19).
  - B. Work with Coastal Resource Officer and DPW to implement recommendations from the Town's *Prioritization Management Strategy for Shoreline Protection* and to pursue new project and funding opportunities to enhance the Town's coastal resiliency (July 18 – June 19).
  - C. Oversee EDC and Planning Board stakeholder initiative and development of new zoning in Greenbush (July 18 – April 19).
  
3. **Develop, implement and oversee departmental policies, goals and objectives coordinating with other departments for shared vision and strategies**
  - A. Work with Town Administrator, DPW, and others to address town-wide municipal infrastructure issues.
  - B. Work with Building/Inspections Department to implement new file management system to streamline project review and enhance accessibility of departmental documents.

### MAJOR BUDGET COMPONENTS

<u>Department</u>	<u>Budget</u>
Building and Inspections	\$379,388
Conservation	\$215,246
Planning	\$129,581

Economic Development Commission	\$ 49,000
Zoning Board of Appeals	\$ 24,222

## **FY 2019 RISKS AND CHALLENGES**

The Planning and Development Department was created to enhance communication and collaboration among Town departments and boards/committees to improve Town services. This fundamental change to the organizational structure of the Town will take some time to fully implement. However, even in the short amount of time since the Department has been established there have been measureable improvements in the delivery of Town services and inter-departmental and board/committee communications have improved. The following are the biggest risks and challenges to the Department for FY19:

### **Municipal Infrastructure**

A significant challenge in FY 19 for the Department includes balancing the need to increase economic development, in order to offset the residential tax burden, while encouraging responsible and sustainable development given the Town's current infrastructure limitations.

### **Grant Funding**

For several years, the Town has been successful in receiving grant funding from the Commonwealth to supplement available Town resources to implement shoreline protection planning and implementation projects. Given the limited resources at the State level, a significant challenge for the Department will be to continue to receive these much needed grant funds to implement the backlog of projects (i.e., seawall repairs/replacements, beach and dune nourishment, dredging and beneficial reuse, etc.)

### **Public Involvement**

The success of upcoming planning initiatives, including the update to the Master Plan, is dependent upon a robust public participation process and involved citizenry. The success of these planning efforts are at risk if not enough of the public is available or interested in participating.

## **DEPARTMENTAL ACCOMPLISHMENTS**

- Hired Planning and Development Director in August 2017
- Consolidated Building/Inspections, Planning, and Conservation Departments under the new Planning and Development Department.
- Redirected Development Review Team to focus on upcoming large commercial and residential projects.
- Engaged with several Town committees/boards to offer ongoing staff support.
- Coordinated internal review of several large projects (e.g., Toll Bros, MBTA parcel, Herring Brook Meadow, Lawson Green, etc.)

## TOWN OF SCITUATE

**FY 2019 BUDGET**

**DEPARTMENT: PLANNING 175**

**MISSION STATEMENT:** The mission of the Planning Department is 1) to ensure new development and redevelopment is in conformance with local bylaws and regulations; 2) to promote long range planning for the Town's physical development in coordination with other Town officials, committees and departments; and 3) to provide sound professional advice and technical expertise to interested citizens and officials as related to Planning Board applications, planning matters and land use in Scituate.

### **FY 2019 DEPARTMENTAL GOALS AND KEY OBJECTIVES**

- 1. Initiate Master Plan update process.**
  - A. Issue RFP to hire planning consultant (July 18)
  - B. Hire consultant, begin initial research and public outreach process (Sept 18)
- 2. Update Stormwater Regulations to conform to the Town's Stormwater Bylaw.**
  - A. Perform review of existing regulations to identify possible changes (Dec 18)
  - B. Prepare updated stormwater regulations (June 19)
- 3. Coordinate with the Economic Development Commission to update zoning for Greenbush.**
  - A. Organize and participate in stakeholder meetings and public workshops to discuss upcoming development projects, business needs, and proposed zoning bylaw changes. (Dec 18)
  - B. Prepare new zoning regulations for Greenbush. (June 19)
- 4. Ensure land use regulations are applied fairly and consistently, and in a manner which protects the Town and other stakeholders.**
  - A. Invite proponents of large projects to meet with the Development Review Team prior to submitting applications to identify important issues
  - B. Conduct regular project review/coordination meetings with Town departments.
  - C. Standardize procedures to simplify administration and enforcement of permitting requirements.

### **MAJOR BUDGET COMPONENTS**

The major budget components of the Planning Department are personnel salaries, technical services, professional memberships and/or dues, support conferences/meetings, and printing/binding.

### **FY 2019 RISKS AND CHALLENGES**

The Planning Department helps maintain a high quality built environment in the Town of Scituate which provides strong tax revenue to support local government services and preserves the character that defines the Town and has strong appeal to many residents. The primary risks and challenges facing the Planning Department are described in detail below.

## **Land Development**

The Planning Board receives more and more applications for development on marginal land, where it is frequently difficult to achieve good access, percs, drainage, and sufficient developable land area. There are many small (20,000 sq. ft.) lots in Scituate and neighbors are legitimately concerned about problems from construction activity, stormwater and other impacts of development. Demolition of smaller homes and replacement with much larger structures along the shore, and throughout Scituate, exacerbates the problem and intensifies development in areas that may be inappropriate due to flooding or demands on emergency services. With Scituate's high water table and tight soils, stormwater management is very challenging, and is a major concern of residents.

## **Residential Taxes**

Residential properties bring the Town tax revenue, but they also come with costs for schools and services, so there is an inherent risk in maintaining a tax base which is largely residential. Other towns are closer to major highways and population centers and may be more competitive in attracting new business. The Planning Department works with the EDC on programs like wayfinding signage to help visitors become more familiar with the Town and to create vibrant villages that encourage more commercial development.

## **Grant Opportunities**

The Town must seek ways to reduce long term costs in the face of growing expenses. Grants provide opportunities for some reductions in long term costs, but if obligations to state and federal agencies are not met, the Town will lose these opportunities. The Planning Department seeks to assist by pursuing grants from the Department of Energy Resources that help fund significant savings on heating, electricity and other utilities. The Planning Department also assists the Town in obtaining grants through other sources (e.g., Executive Office of Energy and Environmental Affairs) to fulfill requirements such as completion of the Open Space Plan.

## **DEPARTMENTAL ACCOMPLISHMENTS**

- Worked with consultant, EDC and Planning Board to review zoning bylaw changes for Greenbush which will be presented to residents, property owners and business owners in the village.
- Updating gas and diesel information for FY17 Annual Report for Green Communities program.
- Worked with Planning Board, EDC and DPW on a broad range of municipal infrastructure issues to stimulate economic development.
- Provided information to assist with redevelopment of MBTA parcel in Greenbush.
- Implemented program to replace road signs on Scenic Roads.
- Began improved process for Planning review of CPC applications to assist the Commission and help identify and resolve issues prior to Town Meeting.
- Administered development approvals by the Planning Board. This included developing agendas; addressing concerns of abutters, coordinating work of consulting engineers, coordinating with applicants, completing minutes, monitoring legal timeframes, completing legal forms, drafting findings, conditions and motions. Filed decisions and conducted site inspections. Made recommendations on all major development applications requiring Planning Board approval.
- Staffed regular meetings of the Development Review Team
- Identified process for updating the Master Plan in FY19.
- Updated Town's Subsidized Housing Inventory.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
Application & Lot Release Fees	\$5,100	\$5,100	\$2,500	\$8,200	includes lot releases for Curtis Estates

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0175 PLANNING BOARD							
<hr/>							
1175510 Planning - Personal Services							
1175510 511000 REGULAR SA	126,627.48	127,763.00	127,763.00	117,784.00	221,775.00	.00	-7.8%
1175510 513000 LONGEVITY	2,714.52	1,800.00	1,800.00	800.00	800.00	.00	-55.6%
1175510 519100 OTHER SALA	.00	858.00	858.00	747.00	747.00	.00	-12.9%
TOTAL Planning - Personal Se	129,342.00	130,421.00	130,421.00	119,331.00	223,322.00	.00	-8.5%
<hr/>							
1175520 Planning - Purchase of Service							
1175520 524100 OFFICE MAC	425.00	125.00	125.00	125.00	125.00	.00	.0%
1175520 530900 TECHNICAL	.00	6,000.00	6,000.00	6,000.00	6,000.00	.00	.0%
1175520 532100 CONFERENCE	430.32	495.00	495.00	1,000.00	1,000.00	.00	102.0%
1175520 534300 BINDING &	144.50	1,100.00	1,100.00	1,100.00	1,100.00	.00	.0%
1175520 534600 LEGAL ADVE	.00	75.00	75.00	75.00	75.00	.00	.0%
1175520 571100 MILEAGE RE	.00	200.00	200.00	400.00	400.00	.00	100.0%
1175520 573100 PROFESSION	620.63	850.00	850.00	850.00	850.00	.00	.0%
TOTAL Planning - Purchase of	1,620.45	8,845.00	8,845.00	9,550.00	9,550.00	.00	8.0%
<hr/>							
1175540 Planning - Materials & Supplie							
1175540 542000 OFFICE SUP	653.93	700.00	700.00	1,000.00	700.00	.00	42.9%
TOTAL Planning - Materials &	653.93	700.00	700.00	1,000.00	700.00	.00	42.9%
<hr/>							
1175580 Planning - Capital Outlay							
1175580 585200 FURNISHING	.00	270.00	270.00	.00	.00	.00	-100.0%
TOTAL Planning - Capital Out	.00	270.00	270.00	.00	.00	.00	-100.0%
TOTAL PLANNING BOARD	131,616.38	140,236.00	140,236.00	129,881.00	233,572.00	.00	-7.4%



## **TOWN OF SCITUATE**

### **FY 2019 BUDGET**

### **DEPARTMENT: ZONING BOARD OF APPEALS**

**MISSION STATEMENT:** The mission of the Scituate Zoning Board of Appeals is to interpret and apply the Zoning Bylaws and related Massachusetts statutes to each application before us in a fair and impartial manner, and to conduct hearings and meetings in a prompt and professional manner.

### **FY 19 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL:** Seek to decide each application before the Board in accord with applicable regulatory law, consistent with relevant appellate law in accordance with rules and regulations of the Town as set forth in the Zoning Bylaws; seek to comply with all rules and regulations that govern hearings before us and to create solid, thoughtful decisions that will be upheld on appeal.

#### **OBJECTIVE:**

- Hold hearings that allow each citizen who appears before us, whether as an applicant or a person who opposes a particular application, to recognize that their concerns have been heard, that they have been treated with respect, that the board applied the law in a fair and impartial manner and that the decision has been filed in a timely manner.

### **MAJOR BUDGET COMPONENTS**

The major budget component is personal services, which is comprised of regular salaries and overtime salaries.

- Salaries - 95%
- Materials and supplies – 5%

### **FY19 RISKS AND CHALLENGES**

In FY 19 the Board will preside over a typically increasing number of single – issue agenda items : pre-existing, non-conforming projects; construction in FEMA and/or Scituate flood zone locations; interpretations of zoning bylaw issues of diverse types. However, the major challenge to be faced, both in terms of additional time commitment and the need for zealous and proactive oversight, will be at least two 40B developments currently in the early stages of development.

**40B Developments**

- Herring Brook Meadow will still be in the process of final approval of their modification process to their Comprehensive Permit.
- Lawson Green, a project to provide low-income elderly housing, co-sponsored by the Scituate Housing Authority and employing CPC funding to control rental rates, will be moving through its approval process.

**DEPARTMENTAL ACCOMPLISHMENTS**

- The Board members are dedicated, always open-minded and thoughtful. Guided by our Zoning Enforcement Officer, the Board has worked hard this year to try to help applicants obtain the permits they seek while upholding the integrity of the Zoning By-Laws.
- During the 2018 fiscal year, the ZBA heard and decided 29 new applications, including modifications of previously approved 40B developments, and approvals for reconstruction, expansion and renovations of pre-existing homes as well as commercial / rental properties.
- Approval of these various projects in Scituate allowed substantial improvements to properties, thereby increasing their value; significantly enhancing the safety and security of our citizens and brings Scituate closer to its goal of providing sufficient affordable housing to our citizens.

<b>DESCRIPTION OF REVENUE</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18 YTD</b>	<b>FY19 Projected</b>
FILING FEES	\$8500.00	\$6100.00	\$6600.00	\$8000.00

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0176 ZONING BOARD OF APPEALS							
1176510 Appeals - Personal Services							
1176510 512000 OVERTIME	745.81	1,000.00	1,000.00	1,500.00	1,500.00	.00	50.0%
1176510 518000 PART-TIME	20,011.07	20,743.00	20,743.00	21,772.00	21,772.00	.00	5.0%
TOTAL Appeals - Personal Ser	20,756.88	21,743.00	21,743.00	23,272.00	23,272.00	.00	7.0%
1176520 Appeals - Purchase of Services							
1176520 532100 CONFERENCE	.00	100.00	100.00	300.00	150.00	.00	200.0%
1176520 573100 PROFESSION	.00	400.00	400.00	400.00	400.00	.00	.0%
TOTAL Appeals - Purchase of	.00	500.00	500.00	700.00	550.00	.00	40.0%
1176540 Appeals - Materials & Supplies							
1176540 542000 OFFICE SUP	.00	330.00	330.00	400.00	400.00	.00	21.2%
TOTAL Appeals - Materials &	.00	330.00	330.00	400.00	400.00	.00	21.2%
TOTAL ZONING BOARD OF APPEAL	20,756.88	22,573.00	22,573.00	24,372.00	24,222.00	.00	8.0%

## TOWN OF SCITUATE

FY 2019 BUDGET

DEPARTMENT: EDC 182

**MISSION STATEMENT:** The mission of the Economic Development Commission (EDC) is to enhance the existing business community, attract new businesses and customers and encourage redevelopment and development as may be advisable in order to increase the Town's tax revenue, income, job base and overall economic health.

### FY 2019 GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Work with Planning and Development Department to update zoning bylaw and kick off planning initiative for Greenbush.
  - A. Organize and participate in stakeholders meetings and workshops to discuss upcoming development projects, business needs, and proposed zoning bylaw changes. (ongoing)
  - B. Organize and participate in wider public meetings to receive feedback on Greenbush planning efforts and proposed zoning bylaw changes. (ongoing)
  - C. Participate in review and discussions on redevelopment of MBTA parking lot. (ongoing)
2. Work with relevant Town departments and boards/committees on town-wide issues related to economic development
  - A. Work with Planning, DPW, BOS and other Town departments and boards/committees to address infrastructure (e.g., water, sewer, etc.) issues to stimulate economic development. (ongoing)
  - B. Work with Planning Department and Planning Board on the update to the Master Plan to ensure it addresses existing challenges and opportunities for economic growth. (ongoing)
  - C. Work to enhance pedestrian facilities (e.g., public restrooms, etc.) in Scituate Harbor.
3. Continue program for creating and promoting a Scituate brand to more fully market the Town to visitors, potential customers and new businesses.
  - A. Evaluate efficacy of existing signage in Scituate Harbor.
  - B. Install next phases of wayfinding signs for helping visitors. (ongoing)
4. Consider requests to fund economic development initiatives from other Town departments and boards/committees.

### MAJOR BUDGET COMPONENTS

The EDC's budget includes three basic components: to encourage new business development in Scituate's village centers, to continue the ongoing branding of Scituate, to help the villages develop programs that attract visitors and create vibrant communities and to fund a number of other activities that cannot be foreseen, but that support the overall economic development of the Town.

Most tasks are carried out by the Planning and Development Director and by one or more consultants, who are overseen by the EDC. Costs include consultant contracts, printing, mailing RFPs and contracts, and similar items.

## **FY 2019 RISKS AND CHALLENGES**

Economic Development is a key source of revenue through contributions to the tax base. If this contribution is not realized, the Town risks a reduction in services including schools, public safety and other essential government functions. If branding is not continued, the Town risks losing both actual customers and showing a lack of commitment to a visible Town program.

## **COMMISSION ACCOMPLISHMENTS**

- Ongoing implementation of North Scituate and Greenbush Vision Plans.
- Met with applicant to expedite development of microbrewery.
- Issued RFP to prepare updated zoning bylaw for Greenbush.
- Organized and participated in stakeholder and public workshops in Greenbush to promote existing businesses, discuss proposed development and zoning bylaw changes.
- Supported Scituate's booth at the New England Boat Show.
- Provided funding to support Irish Delegation visit.
- Participated in Scituate Harbor Cultural District.
- Installed new Sea Scituate banners.



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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0182 ECONOMIC DEVELOPMENT COMMISSIO							
1182520 Econ Develop - Purchase of Ser							
1182520 530900 TECHNICAL	33,466.82	46,500.00	46,500.00	46,500.00	46,500.00	.00	.0%
1182520 532100 MEETINGS	996.00	1,000.00	1,000.00	1,000.00	1,000.00	.00	.0%
1182520 534300 PRINTING	41.40	1,500.00	1,500.00	1,500.00	1,500.00	.00	.0%
TOTAL Econ Develop - Purchas	34,504.22	49,000.00	49,000.00	49,000.00	49,000.00	.00	.0%
1182570 Econ Develop - Transfer to Sta							
1182570 595900 ECON DEV S	10,000.00	.00	.00	.00	.00	.00	.0%
TOTAL Econ Develop - Transfe	10,000.00	.00	.00	.00	.00	.00	.0%
TOTAL ECONOMIC DEVELOPMENT C	44,504.22	49,000.00	49,000.00	49,000.00	49,000.00	.00	.0%

## TOWN OF SCITUATE

**FY 2019 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.

### **FY2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

The Town insures with 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. While the Town enjoyed significant savings in fiscal years 13-15, our claims experience in recent years has increased with losses.

MIIA does not vote renewal rates until March. As our budget is due the beginning of January, this line item is difficult to project and may be revised when more information is received after the first of the year. FY 19 is the first full year with the new buildings-although we did receive some estimates from MIIA on building values. The Town will continue to maintain flood insurance on the Scituate Harbor Community Building in FY19 at a cost of approximately \$14,000. The Town received \$12,594 in credits towards its premiums in FY18 for participation in loss prevention measures and will continue that in FY19.

The Town also experienced a 16.5% increase for FY18 in the police and fire accident and sickness insurance policy.

### **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. There is a contingency in this line item for the cost of deductibles incurred throughout the year.

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 is reviewed annually to insure we are up-to-date and reflective of current market values for the 74 lines of insurance we carry.

### **FY 19 RISKS AND CHALLENGES**

With MIIA we have a strong Loss Control Program with quarterly inspections and regular meetings of a Safety Committee. As building improvements are made or new equipment purchased, it is important that they be properly and timely insured and this process has improved the past few years but we continue to

have some glitches especially when there are changes in departmental staff. Annually the statement of values and fleet listings are returned to departments to verify.

<b>DESCRIPTION OF REVENUE</b>	<b>FY/16</b>	<b>FY/17</b>	<b>FY/18</b>	<b>FY/19</b>	<b>Comments</b>
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N/A



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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0192	LIABILITY/PROPERTY INSURANCE						
<hr/>							
1192570 Gen Insurance - Transfers							
1192570 574000 LIABILITY/	542,755.87	661,373.00	661,373.00	694,441.00	694,441.00	.00	5.0%
TOTAL Gen Insurance - Transf	542,755.87	661,373.00	661,373.00	694,441.00	694,441.00	.00	5.0%
TOTAL LIABILITY/PROPERTY INS	542,755.87	661,373.00	661,373.00	694,441.00	694,441.00	.00	5.0%

## TOWN OF SCITUATE

**FY 2019 BUDGET**

**DEPARTMENT: Police**

### **MISSION STATEMENT:**

Continually strive to ensure public safety by providing responsive, professional police service to residents, businesses and visitors by promoting community based policing in collaboration with our citizens, schools and municipal offices.

### **FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

1. Achieve Certification status as part of the Accreditation process. (1<sup>st</sup> quarter)
  - (a) Complete the “look back” phase of the Accreditation process.(2<sup>nd</sup> quarter)
  - (b) Accept and implement policy changes.
  - (c) Achieve Certification.(3<sup>rd</sup> quarter)
  - (d) Plan full Accreditation status achievement. (all year)
  
2. Develop an in-house training program to ensure successful prosecution of OUI arrests.
  - (a) Train additional officers in Advanced Roadside Impairment Detection (ARIDE) system.(1<sup>st</sup> and 2<sup>nd</sup> quarter)
  - (b) Negotiate a policy on the use of body cameras to record sobriety testing evidence with the police officer’s collective bargaining unit.(1<sup>st</sup> quarter)
  - (c) Train officers in the use of the cameras.(2<sup>nd</sup> quarter)
  - (d) Implement camera use.(2<sup>nd</sup> quarter)
  
3. Establish a career development program based on department training needs.
  - (a) Compile 5-year career training path based on officer requests (1<sup>st</sup> quarter)
  - (b) Match officer requests with department needs and officers capabilities. (2<sup>nd</sup> quarter)
  - (c) Develop a forward thinking plan to accommodate department needs. (Review yearly)
  
4. Seek funding sources and options to construct a modular indoor firearm range on the PSC site.
  - (a) Research Grant options and Capital Plan funding availability.(1<sup>st</sup> quarter)
  - (b) Explore multi-town use options and revenue models. (1<sup>st</sup> and 2<sup>nd</sup> quarters)
  - (c) Determine feasibility of project. (3<sup>rd</sup> quarter)
  - (d) Develop Plan as needed.

## FY 2019 RISKS AND CHALLENGES

- **Marijuana legalization is posing many challenges** to all police departments throughout the Commonwealth of Massachusetts. Officers are trained to recognize indicators of alcohol use and intoxication through the use of conversation and field sobriety tests. This training allows the officer to testify in court on how they formed the opinion that the subject was intoxicated. Massachusetts courts will not allow testimony from officers who use their alcohol testing skills to determine intoxication due to drug use. This prevents most officers from testifying in operating under the influence of drug cases. We have recently had two officers complete Drug Recognition Expert (DRE) training in Maricopa County, Arizona. In instances where drug intoxication is suspected, one of these officers will perform a series of complex field sobriety tests which will be used to prosecute the case. In coordination with other Massachusetts law enforcement agencies, we will continue to educate the judicial system on the science and methodology behind DRE testing results. To support the DRE testimony, the department plans on utilizing body cameras to document the testing and memorialize the suspect's behavior and level of intoxication. It is a priority to ensure the department's ability to successfully prosecute subjects who make our streets unsafe.
- The department can no longer use the Scituate Rod and Gun Club to facilitate our **annual training requirements**. The department currently utilizes the Boston Police Range on Moon Island to accomplish training. Officers are required to train bi-annually on sidearm, patrol rifle and shotgun courses of fire. Ninety-five percent of this training results in overtime expenses. During the planning and design phases of the new Public Safety Complex, the department researched the feasibility of building an indoor range to accommodate firearms training. This concept was not included with the building design due to an estimated \$1.8 million price tag. As a result, we are exploring a stand-alone, self-contained indoor firing range which could be located at the rear of the Public Safety Complex with a price under \$400,000. With the ever increasing expense and decreasing availability of off-site firearms training, this unit would pay for itself in less than ten years and ensure an adequate training site.
- With funding through the Law Enforcement Trust Fund, the department had the ability to acquire **Electronic Control Weapons (ECW) otherwise known as Tasers**. Scituate had been one of only two communities within Plymouth County that previously had not equipped officers with these very effective devices. Strict departmental policy governs the display and usage of these devices and provides officers with a much needed less lethal option in the force continuum.

## FY 2019 RISKS AND CHALLENGES (Continued)

- Law Enforcement over the last ten years has witnessed a dramatic **increase in mental health issues**, mostly in the form of emotionally disturbed persons (EDP's). Our officers are on the front line confronting these issues, as they are with the opioid and addiction crisis. Handling EDP's means performing a dual role of law enforcement officer and social services provider. It is imperative that our officers are effectively trained to communicate with these individuals and their families in order to direct them towards the emergency and longer term programming resources that they need. Every day, the Scituate Police Department works with emergency room staff, Scituate Fire/Rescue services, Scituate's Social Services Coordinator and the Town's Health Agent to address the growing concerns and challenges of these issues.

## DEPARTMENTAL ACCOMPLISHMENTS

- Public Building and School Security

The department has assigned two officers to work with town officials to develop comprehensive assessments and plans to manage threats to our schools and public buildings. Consistent protocols, planning and department training in emergency management to threats in town buildings will result in rapid, systematic and effective responses to any situation threatening the peace and tranquility of our staff and children. As incidents of violence continue to rise around the country, with events recently occurring in houses of worship, schools and businesses, we have received additional requests for threat and security evaluations from pre-schools and churches.

- Public Event Security

Events in Scituate, such as the St. Patrick's Day Parade and the Heritage Days Celebration, receive significant security attention from this department. Additional security measures have been put into place including limiting pedestrian exposure to moving traffic and preventing vehicle-ramming terrorist style attacks.

- Organizational Changes

Sergeant Alison Steverman has been promoted to Lieutenant and is currently the Patrol Commander overseeing five Sergeants and all patrol functions. Officer Amanda O'Shea has been promoted to Sergeant and is the patrol supervisor on the midnight to 8am shifts. Detective Erik Steverman has been promoted to Detective Sergeant and will oversee the day to day operations of criminal investigations and prosecutions

- Professional Development

Two Scituate officers have been accepted into the Metro-LEC Marine Special Response Unit (MSRU). Two other officers have been accepted into the MSRU Underwater Response Unit as divers. These Units train two to four times a month with other METRO agencies at various locations in Scituate waters and surrounding areas. These training opportunities are instrumental in improving the professional development of the department's marine unit and providing effective law enforcement services to our community.

- Training

The department has begun on-line in-service training. The on-line training will take place annually while officers are on-duty over the course of several months. An officer was trained to instruct CPR, AED and First Responder medical aid. This officer will instruct all other Scituate officers in-house and maintain training certifications. This program is available to us due to the functionality of our new station.

- Public Safety Complex

Speaking of our new station, we have settled in nicely. Our new home is proving to be everything we hoped it would be and more. In June we ran several open house tours and we plan to run another round of tours to show our appreciation to the residents for their support.

## **MAJOR BUDGET COMPONENTS**

- Administration: The Chief, Deputy Chief, Administrative Assistant, as well as a part-time Records Clerk make up this function. There are other officers who assist in various roles to provide redundancy. Administration manages the budget, creates policy and procedures, keeps records for the department as well as ensures proper staffing.
- Patrol: This function is managed by a Lieutenant Watch Commander. Five Sergeants provide Patrol Supervision for 25 Patrol Officers scheduled across three shifts daily. The Patrol Lieutenant provides oversight to E-911 Dispatchers as well as several part-time Police Officers.
- Specialists: This function is managed by a Lieutenant in charge of Special Operation. The department has full time specialists' roles such as a Traffic Enforcement Officer, K-9 Officer, and a School Resource Officer. Several other Officers have part-time specialist roles in such

functions as SWAT Officers, Evidence Officer, Social Services Officer, Event Planning, Fleet Management, Firearms Instructors, Field Training Officers, and Marine Special Response Unit Officers.

- Investigations: This function falls under the oversight of the Special Operations Lieutenant. Day to day operation is managed by a Detective Sergeant in charge of three full-time detectives. Criminal Investigations encompass Criminal Prosecutions. The Detectives work with the Old Colony Police Anti-Crime Task Force, Massachusetts State Police, and all Federal Agencies.

Full-Time Salaries: \$2,471,821.00

Part-Time Salaries \$ 65,600.00

Overtime: \$ 345,460.00

Vehicle acquisition and  
Fleet maintenance: \$ 185,750.00

DESCRIPTION  
OF REVENUE

FY 16

FY17

FY18

FY19  
Projected

PEDESTRIAN SAFETY GRANT	3,000.00	N/A	N/A	
911 TRAINING GRANT-POLICE-FIRE	28,000.00	146,482.00	N/A	
911 COMM CENTER SUPPORT GRANT	36,000.00	35,654.00	N/A	
TRAFFIC ENFORCEMENT GRANT	5,000.00	5,000.00	5,000.00	
UNDERAGE ALCOHOL GRANT	5,000.00	N/A	5,000.00	
DOMESTIC VIOLENCE GRANT	480.00	600.00	600.00	
DETAIL ADMINISTRATION FEES	53,000.00	40,790.00	22,650.00	
INSURANCE RESTITUTION LDI	5,300.00	6,300.00	11,200.00	
FIREARM PERMIT FEES	3,812.00	5,075.00	1,812.00	
REPORT FEES	902.00	700.00	320.00	
K9 DONATIONS	200.00	N/A	N/A	
PROPERTY ROOM (UNCLAIMED PROP)	0.42	720.00	1.80	
COURT FINES	520.00	589.00	250.00	
ANIMAL CONTROL VIOLATIONS	175.00	155.00	0.00	
TOWN BY LAW VIOLATIONS	300.00	280.00	0.00	
PARKING TICKET FINES	Collectors	Collectors		

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<b>0210 POLICE DEPT</b>							
1210510 Police - Personal Services							
1210510 511000 REGULAR SA	2,305,163.67	2,389,603.00	2,389,603.00	2,471,821.00	2,471,821.00	.00	3.4%
1210510 512000 OVERTIME	466,199.96	335,324.00	335,324.00	345,460.00	345,460.00	.00	3.0%
1210510 513000 LONGEVITY	30,112.32	20,150.00	20,150.00	23,225.00	23,775.00	.00	15.3%
1210510 514000 EDUCATIONA	256,409.31	259,857.00	259,857.00	291,408.00	291,408.00	.00	12.1%
1210510 515000 HOLIDAY PA	95,126.06	95,712.00	95,712.00	99,266.00	99,266.00	.00	3.7%
1210510 516000 SHIFT DIFF	73,068.05	55,598.00	55,598.00	67,622.00	67,622.00	.00	21.6%
1210510 517000 SPECIAL EM	17,000.00	6,000.00	6,000.00	25,800.00	25,800.00	.00	330.0%
1210510 517200 SICK LEAVE	800.00	500.00	500.00	500.00	500.00	.00	.0%
1210510 518000 PART-TIME	17,182.13	17,000.00	17,000.00	17,000.00	17,000.00	.00	.0%
1210510 519000 SEASONAL S	147,919.41	48,600.00	48,600.00	48,600.00	48,600.00	.00	.0%
1210510 519100 OTHER SALA	1,454.42	20,868.00	20,868.00	1,375.00	1,375.00	.00	-93.4%
TOTAL Police - Personal Serv	3,410,435.33	3,249,212.00	3,249,212.00	3,392,077.00	3,392,627.00	.00	4.4%
1210520 Police - Purchase of Services							
1210520 521100 ELECTRICIT	230.02	260.00	260.00	.00	.00	.00	-100.0%
1210520 524100 OFFICE MAC	22,461.55	27,151.00	27,151.00	27,229.00	27,229.00	.00	.3%
1210520 524200 REPAIR/MAI	3,024.51	750.00	750.00	750.00	750.00	.00	.0%
1210520 524500 VEHICLE SE	19,022.35	18,750.00	18,750.00	18,750.00	18,750.00	.00	.0%
1210520 527100 RENTALS EQ	15,162.05	14,490.00	14,490.00	18,490.00	18,490.00	.00	27.6%
1210520 530800 TRAINING	-300.00	6,000.00	6,000.00	.00	.00	.00	-100.0%
1210520 530900 TECHNICAL	3,474.40	10,000.00	10,000.00	7,800.00	7,800.00	.00	-22.0%
1210520 531100 SUPPORT SE	14,191.01	16,640.00	16,640.00	16,640.00	16,640.00	.00	.0%
1210520 532100 CONFERENCE	50.00	750.00	750.00	750.00	750.00	.00	.0%
1210520 538100 LAUNDRY SE	12,800.00	14,000.00	14,000.00	14,000.00	14,000.00	.00	.0%
1210520 571100 MILEAGE RE	6,860.41	3,000.00	3,000.00	3,000.00	3,000.00	.00	.0%
1210520 573100 PROFESSION	7,285.00	8,100.00	8,100.00	8,100.00	8,100.00	.00	.0%
TOTAL Police - Purchase of S	104,261.30	119,891.00	119,891.00	115,509.00	115,509.00	.00	-3.7%
1210540 Police - Materials & Supplies							
1210540 542000 OFFICE SUP	2,913.21	2,900.00	2,900.00	5,800.00	3,900.00	.00	100.0%
1210540 542300 SPECIAL AG	19,148.86	19,000.00	19,000.00	21,962.00	21,962.00	.00	15.6%
1210540 542500 PRINTING &	1,378.00	1,100.00	1,100.00	1,100.00	1,100.00	.00	.0%
1210540 548000 VEHICLE SU	25,303.31	27,000.00	27,000.00	27,000.00	27,000.00	.00	.0%
1210540 550000 MEDICAL SU	1,586.18	9,500.00	9,500.00	9,150.00	9,150.00	.00	-3.7%
1210540 558100 CLOTHING	20,174.33	21,300.00	21,300.00	21,300.00	21,300.00	.00	.0%
TOTAL Police - Materials & S	70,503.89	80,800.00	80,800.00	86,312.00	84,412.00	.00	6.8%
1210580 Police - Capital Outlay							
1210580 585100 EQUIPMENT	142,672.95	164,021.00	164,021.00	173,240.00	166,005.00	.00	5.6%



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
TOTAL Police - Capital Outla	142,672.95	164,021.00	164,021.00	173,240.00	166,005.00	.00	5.6%
TOTAL POLICE DEPT	3,727,873.47	3,613,924.00	3,613,924.00	3,767,138.00	3,758,553.00	.00	4.2%

## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: FIRE

#### MISSION STATEMENT:

The Scituate Fire Department is committed to providing the citizens, business owners, and visitors of Scituate an effective, well trained team of professionals to protect lives and property through fire protection and education, emergency medical and rescue services, fire suppression, hazardous materials response, emergency management, and coordinate with our Communications Center for the most efficient and effective response to emergencies.

#### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

##### GOAL:

Recruit local residents to become firefighter/paramedics for the Town of Scituate Fire Department.

1. Develop an ad campaign to be used to attract young men and women of our community to obtain their EMT certification, paramedic certification, and take part in the Civil Service fire examination in March of 2018.
2. To promote this campaign with literature that will be handed out to potential candidates starting in January 2018. We will post these in strategic locations and attend any upcoming career days at Scituate High School and South Shore Vo-Tech.
3. Conduct an open house at the PSC in the next four months to invite potential candidates who may have interest in pursuing a career as a firefighter/paramedic. This will be aimed at giving them a sense of our daily operations and how they could be part of our team in the next two years.
4. Invite local EMS trainers who could answer questions and provide information on obtaining an EMT & paramedic certification during our open house this winter.

##### GOAL:

To improve our response to all school emergencies, particularly any active shooter threat.

1. Collaborate with the school administration and police administration within the next 60 days to identify potential threats.
2. Put together a tiered all hazards plan depending on the level of threat
3. Prepare a strategic preplan for fire operations for each school.
4. Identify the fire protection capabilities and identify the most cost effective way of improving if necessary.
5. Once the updated plans are developed, initiate training with police and key school personnel in the next three months.
6. Establish an SOG for active shooter and other related school emergencies.

GOAL:

Manage the construction of a new apparatus bay and renovations to Station 4 by November 2018.

1. Work with the facilities manager on the design, engineering, and construction of the new bay and necessary building improvements.
2. Work with all related departments by May 2018 on design and permitting to move forward with construction of this project for a late fall completion.
3. Address the height of proposed bay with the potential for flooding in this area but to be able to match it effectively with the current building.
4. Identify the necessary improvement needs of the current building and prioritize what can be accomplished within the budget prior to meeting with the involved boards and committees.

GOAL:

Improve our department's technological capabilities to ensure we utilize all of our capabilities to keep our community safe.

1. Utilize our new Station Smarts software to its full capabilities by October 2018 this includes interfacing with IMC dispatch software by January 1, 2018.
2. Provide sufficient ongoing training to all officers on a monthly basis to ensure they will have the ability to utilize this system to its potential.
3. Preplan all commercial buildings electronically to effectively disseminate the necessary information in route to all emergency calls.
4. Enhance our mobile capabilities for all events by providing iPads/laptops for necessary emergency vehicles.
5. Eliminate the need for written log books which are challenging when we need to compile data.
6. Improve our communications infrastructure to ensure public safety resiliency.

GOAL:

Improve our Emergency Management capabilities for handling a large catastrophic event.

1. Improve our shelter capabilities by identifying additional space and personnel for the potential expansive demands of a large-scale significant event.
2. Establish a debris management plan including how to account for the debris storage and removal necessary for FEMA reimbursement by March 2018.
3. Provide ongoing education of the need for early and effective evacuations when necessary, particularly in our flood prone areas. This will be done by all communication modes including early education through public forums, social media, Town website, and CodeRed.
4. Continue to improve our Emergency Management website so our citizens will have all the information they need to plan accordingly.

## MAJOR BUDGET COMPONENTS

The majority of the fire department budget is personnel. Managing the contractual time off while effectively estimating the potential sick and injury leave is an annual challenge. The equipment and supplies along with purchase of services will vary each year pending any equipment that may need to be serviced or replaced. We continue to search for grant opportunities to improve the service and reduce the tax burden to our citizens.

Programs: Fire Prevention, SAFE, Sr. SAFE, CERT, CPR, and First Aid classes.

Personnel Budget: 95.5% (75% salaries, 19% overtime, 6% contractual benefits)

Equipment and Supplies: 3.3% (63% equipment, 37% equipment maintenance)

Purchase of Services: 1.2%

## FY 2019 RISKS AND CHALLENGES

The challenge of staying within the budget is ongoing. Members out on injured on duty leave (IOD) as well as extended illness in conjunction with contractual time off, continue to create overtime challenges. We currently have one firefighter candidate on IOD status due to injury and one other who still needs to complete the Mass Fire Academy. This is prolonging the time it takes to get these firefighters to full duty and impacting the overtime budget. Ongoing sick leave management will continue with consultation and written awareness to any firefighter with excessive sick leave.

A new challenge we are faced with is the hiring of additional paramedics to become firefighters for our department. Due to the recent increased demand of paramedics by all Towns there is a reduced supply of paramedics available to hire. We are working on a local campaign to encourage local men and women to obtain their EMT and paramedic license to become firefighter candidates after taking the Civil Service exam.

We are looking to expand our second ambulance service at Station 3 to include the night shift. This will ensure the best EMS and fire coverage for our citizens. The Town promoted this capability during the education phase of the Public Safety Complex. This will require additional funding and a rotation of paramedics to staff Station 3 during the night tours. We have a potential solution to offset much of this additional funding. This is the best solution for providing uniform emergency coverage for the entire Town 24 hours a day.

Coastal storms require significant coordination with local, state resources, and utility companies to ensure all of the demands of emergency services are met. We are looking to meet the potential challenge of a large scale storm with extended power outages and high demand for sheltering, likely a hurricane. This will take additional resources that must be coordinated by the Emergency Management Team.

We have started the process to improve our department's use of technology for records management and improving information dissemination for emergency calls. This is a goal to get away from the use of written log books and utilize a new software program, Station Smarts. This will improve our

capability to analyze trends and retrieve information of our department operations. This program will give us the tools to manage most of our daily operations including fire preplanning and training, two areas we are constantly trying to improve on. The key to this is for all of our command staff to participate with the offered training so we can keep moving forward with each phase of this program.

We need to address our EMS capability to respond to school emergencies and the potential threats that all municipalities are dealing with to ensure our students and faculty are safe at all times. This will require additional training with local police and outside agencies to approach this challenge with interagency and operational guidelines to facilitate a safe outcome should this happen in Scituate.

To continue to provide a proactive fire prevention program, to improve our training capabilities, train our command staff, and to oversee the Emergency Management of the Town within the current budget. The demands of our fire prevention and SAFE program continue to grow with the increase in construction development and the demographics of our residents.

To meet the recommendation of our Emergency Services Consulting International (ESCI) fire department analysis, with a dedicated training and fire prevention officer. With the increase in demands of our EMS program and the reduced incidence of fires we need to enhance our training in a more comprehensive and consistent manner. The Scituate Fire Department management staff is well below the ratio for a department operating a full time EMS program according to this report. A full time combined training and fire prevention officer would reduce the high work load and provide more consistent and effective training as well as a more responsive and efficient fire prevention program.

The combined Communications Center is going well but will require ongoing direction from the fire and police departments. The transition of combined dispatch has been met with many challenges but with perseverance and teamwork from all involved it is operating well.

Communications resiliency has become more apparent with the construction of the PSC and the use of advanced technology. We currently rely on Comcast and Verizon lines for our communications for our phone and station alerting communications. To have true resiliency we will need to have improvements on our Station 1 and 4 infrastructures. Several propagation studies are being done to find our most cost effective solution to this challenge.

## DEPARTMENTAL ACCOMPLISHMENTS

The Fire department has been actively involved in the final construction phase of the Public Safety Complex (PSC). The PSC opened March 15<sup>th</sup> for the combined dispatch, police, and Station 3 personnel. The primary construction was completed on time with the communications and maintenance issues ongoing. Both fire and police worked diligently to transition into the new building especially with the combined dispatch which is new to our service.

The transition of combined communications center has had its challenges with bargaining, training, and hiring additional personnel but with patience and perseverance this was accomplished with no significant effects to our emergency services. Both fire & police worked with the new dispatch

supervisor and all dispatchers to make sure all training requirements were met, and we worked with IT to resolve any technical issues from the PSC to the two outlying fire stations.

The purchase of Station Smarts record management software has started the transition from written documentation to electronic tracking of all day to day operations for our department. The training for our officers is ongoing and will likely take at least a year to utilize all the capabilities this program will provide. This has already proven to be a significant benefit to our operations and has been willingly accepted by our command staff.

The SAFE program has provided another successful year promoting fire safety to over 1400 students, pre-school through third grade, culminating with the open house during Fire Prevention month in October. The addition of the Senior Safe program has continued support from the Department of Fire Services, the Red Cross, and the Scituate Fire Department to implement safe homes for seniors. This program will continue to enable our senior citizens to have an evaluation of smoke detector and carbon monoxide alarms in their homes. If needed the detectors will be installed free of charge to ensure their homes are safe in the event of a fire or carbon monoxide condition. The SAFE program is funded by the fire department budget and a grant received from the State for \$7,336.

Our department was successful in acquiring a Citizens Emergency Response Team grant (CERT), for \$3000. This grant will be used to train and equip volunteer citizens to assist our Emergency Management Team during significant events. Many of these volunteers would be used at our shelters when operational.

The second ambulance is now operating out of the PSC and working towards our mission to provide emergency services to our entire Town within the NFPA recommended response times. This program has reduced incoming mutual aid and improved our EMS capabilities to our citizens. We are hopeful that we can run this operation 24/7 to follow through with our commitment to provide the best service we can to all of our citizens 24 hours a day.

Our state of the art portable radios have been programmed and all personnel trained to use them, improving our communications capabilities. These portable radios were obtained with an AFG grant and along with our new UHF infrastructure has vastly improved our communications in Town as well as our mutual aid capabilities.

We have successfully received an Emergency Management Performance Grant (EMPG) grant for \$4,640. We utilized this grant towards the Station Smarts software purchase. The balance was supported by the Town IT budget. In the past three years the fire department has successfully obtained approximately \$650,000 in grants.

As the Emergency Management Director I am responsible for the planning, response, and recovery of a significant event in Town. Since 2012 we have had three significant storms that were eligible for reimbursement from FEMA due to exceptional operating costs or damage to our infrastructure. Through ongoing emails, site visits, meetings, and endless paperwork our team consisting of Nancy Holt, Dan Smith, Nancy Durfee, and myself have been able to receive or have obligated in excess of \$11.5 million dollars in funding from FEMA. This has been an ongoing effort and all project requests have recently been obligated or paid to the Town.

This year we have received the Assistance to Firefighters Grant (AFG) from FEMA for approximately \$100,000. This funding will go towards electric stretchers for our ambulances as well as CPR Lucas machines. This equipment will not only help us provide improved care to our community but help reduce injuries to our responding personnel. Injuries are an unfortunate part of the fire service job and everything we can do to reduce this is critical to employee safety and reduces the cost to the department for firefighters injured on duty.

We have collaborated with Scituate Police, Harbor Master & other Town agencies with school emergency and dive team training. Active shooter training was very productive for the coordination of our agencies to ensure we are prepared in case of an intrusive event or any similar situation in Town as well as an event involving mutual aid. The multi jurisdiction dive team training was held on two different occasions. We had an outside agency cross train us on dive safety and zero visibility diving. The second exercise was an interagency, multijurisdictional exercise coordinated by the Department of Environmental Protection (DEP) which simulated confinement and cleanup of an oil spill in an environmentally sensitive area of Scituate Harbor.

We were able to obtain the services of the Plymouth County Sheriff's Department to paint the interior of Station 1 with no labor cost, saving the Town approximately \$20,000. I am going to request they paint the exterior of Station 1 this coming spring.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
Permit fees	\$21,262	\$24,160	\$10,195	\$24,000	
Ambulance Revenue	\$881,057	\$922,587	\$322,631	\$1,058,000	FY18 7/1-11/1
AFG grant	\$165,000	\$217,000	\$100,000	To submit	
SAFE grant	\$8,018	\$7,754	\$7,336	\$7,500	
CERT grant	\$0	\$0	\$3,000	\$3,000	
EMPG grant	\$8,435	\$4,640	\$4,640	\$4,640	
State 911 grant	\$27,718	\$34,550	\$38,000	\$20,000	Dispatch new

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0220 FIRE DEPT							
1220510 Fire - Personal Services							
1220510 511000 REGULAR SA	3,440,929.28	3,362,347.00	3,362,347.00	3,471,527.00	3,471,527.00	.00	3.2%
1220510 512000 OVERTIME	866,433.28	824,328.00	824,328.00	865,305.00	865,305.00	.00	5.0%
1220510 512100 OVERTIME-T	73,844.22	.00	.00	200,000.00	.00	.00	.0%
1220510 513000 LONGEVITY	31,443.50	29,455.00	29,455.00	29,613.00	29,613.00	.00	.5%
1220510 514000 EDUCATIONA	60,613.00	70,460.00	70,460.00	67,560.00	67,560.00	.00	-4.1%
1220510 515000 HOLIDAY PA	139,167.30	139,441.00	139,441.00	143,781.00	143,781.00	.00	3.1%
1220510 516000 SHIFT DIFF	3,268.19	.00	.00	.00	.00	.00	.0%
1220510 517100 S.A.F.E. P	7,934.33	5,000.00	5,000.00	5,000.00	5,000.00	.00	.0%
1220510 517200 SICK LEAVE	1,325.00	1,000.00	1,000.00	2,510.00	1,000.00	.00	151.0%
1220510 517300 EMERGENCY	11,847.53	10,000.00	10,000.00	12,000.00	10,000.00	.00	20.0%
1220510 518000 PART-TIME	16,706.56	.00	.00	.00	.00	.00	.0%
1220510 519100 OTHER SALA	900.00	4,962.00	4,962.00	3,456.00	4,362.00	.00	-30.4%
TOTAL Fire - Personal Servic	4,654,412.19	4,446,993.00	4,446,993.00	4,800,752.00	4,598,148.00	.00	8.0%
1220520 Fire - Purchase of Services							
1220520 521100 ELECTRICIT	16,310.63	.00	.00	.00	.00	.00	.0%
1220520 521300 NATURAL GA	8,587.77	.00	.00	.00	.00	.00	.0%
1220520 524100 OFFICE MAC	14,375.17	15,000.00	15,000.00	15,035.17	15,000.00	.00	.2%
1220520 524200 REPAIR/MAI	15,567.98	17,000.00	17,000.00	17,688.38	17,688.00	.00	4.0%
1220520 530900 TECHNICAL	2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	.00	.0%
1220520 531100 SUPPORT SE	15,746.30	18,500.00	18,500.00	19,883.00	18,500.00	.00	7.5%
1220520 532100 CONFERENCE	1,464.69	750.00	750.00	750.00	750.00	.00	.0%
1220520 534300 BINDING &	247.00	250.00	250.00	379.03	379.00	.00	51.6%
1220520 573100 PROFESSION	1,127.00	1,400.00	1,400.00	2,500.00	1,400.00	.00	78.6%
TOTAL Fire - Purchase of Ser	75,626.54	55,100.00	55,100.00	58,435.58	55,917.00	.00	6.1%
1220540 Fire - Materials & Supplies							
1220540 542000 OFFICE SUP	1,661.07	1,775.00	1,775.00	1,828.25	1,828.00	.00	3.0%
1220540 542300 SPECIAL AG	3,412.96	3,000.00	3,000.00	3,220.27	3,220.00	.00	7.3%
1220540 543000 BUILDING S	2,479.67	3,000.00	3,000.00	3,000.00	3,000.00	.00	.0%
1220540 543100 EQUIPMENT	61,100.91	58,500.00	58,500.00	58,624.92	58,624.00	.00	.2%
1220540 545100 CLEANING S	6,000.00	7,300.00	7,300.00	7,300.00	7,300.00	.00	.0%
1220540 550000 MEDICAL SU	27,648.23	32,000.00	32,000.00	32,000.00	32,000.00	.00	.0%
1220540 558100 CLOTHING	55,236.57	58,300.00	58,300.00	60,590.16	58,300.00	.00	3.9%
1220540 570200 EMERGENCY	.00	100.00	100.00	1,000.00	.00	.00	900.0%
TOTAL Fire - Materials & Sup	157,539.41	163,975.00	163,975.00	167,563.60	164,272.00	.00	2.2%
1220580 Fire - Capital Outlay							
1220580 585100 EQUIPMENT	.00	.00	.00	.00	.00	.00	.0%



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
TOTAL Fire - Capital Outlay	.00	.00	.00	.00	.00	.00	.0%
TOTAL FIRE DEPT	4,887,578.14	4,666,068.00	4,666,068.00	5,026,751.18	4,818,337.00	.00	7.7%

Town of Scituate

FY 2019 BUDGET

DEPARTMENT: Public Safety Communications

MISSION STATEMENT:

To compliment Police/Fire missions by providing professional communications from residents to first responders in all types of emergencies and routine business matters.

FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Complete cross training program.
  - a. Continue to train Specialists in all aspects of cross training. (1<sup>st</sup> Quarter)
  - b. Schedule specialist's shifts to ensure competency through all emergencies. (1<sup>st</sup> Quarter)
  - c. Assess each specialist for areas of weaknesses and provide additional training as needed. (continuous)
2. Hire Additional per diem Specialists to fill the scheduling voids.
  - a. Interview and hire 3-4 part time Specialists. (1<sup>st</sup> Quarter)
  - b. Schedule mandatory training and hands on training. (2<sup>nd</sup> Quarter)
3. Create an all-encompassing manual to guide dispatch policies.
  - a. Work with police/fire administration to formulate policies. (1<sup>st</sup> Quarter)
  - b. Get Specialists input on merging administrative policies to form practical policies. (2<sup>nd</sup> Quarter)
  - c. Bring policies together in an easy reference binder for each specialist. (3<sup>rd</sup> +4<sup>th</sup> Quarters)
  - d. Review manual with all Specialists to ensure compliance. (4<sup>th</sup> Quarter)
4. Review current FY 2018 budget for accuracy in future budgets.
  - a. Review overtime spending. (continuous)
  - b. Assess options to control spending. (continuous)

- c. Closely monitor FY 2019 budget throughout the year for spending pitfalls.

## FY 2019 MAJOR BUDGET COMPONENTS

### FY 2019 MAJOR BUDGET COMPONENTS

Public Safety Communications is managed by a Communications Supervisor who is responsible for training, scheduling, budgeting, payroll and merging operational policies to provide consistent guidance to others. The supervisor is responsible for 7 full time specialists and 3 part time specialists. Estimates for full time specialists is approximately \$345,000 yr, and for part time \$60,000 yr.

### FY 2019 RISKS AND CHALLENGES

- Initial phases of cross training have progressed well. While introducing new operational disciplines to police and fire dispatchers has had its challenges, most have embraced the effort and work hard towards achieving competent levels of performance.
- Navigating through two unions (TOSCA and Firefighters) to establish consistent training, scheduling and policies is daunting. Ideally in the coming round of negotiations the Communication Specialists can merge into TOSCA or unite themselves with representation which will allow for straight forward progress. Until this happens there will remain differences of interpretation on joint matters effecting dispatch operations. Forming consistent operational policy to guide dispatch is a must.
- The town must appreciate the need to remain competitive in wage and benefit packages to area regional dispatch centers. The training process for dispatchers is extensive and time consuming. Once trained the dispatcher becomes a valuable commodity which we do not want to lose to regional centers.

### DEPARTMENTAL ACCOMPLISHMENTS

- The new public safety complex comes complete with state of the art dispatching equipment. This equipment is different in many ways from the old police/fire systems. New radio systems, station alerting systems, video systems, alarm board systems, have been learned, adjusted and fine-tuned since moving in. The initial operations from the

new complex was challenging and at times frustrating, but working with police/fire and vendors to narrow down issues and tweak systems has resulted in efficient operations.

- The specialists have worked well together towards the common goal of completing cross-training competency. This will remain a work in progress as Specialists have the opportunity to man the desk when large scale events such a building fire or serious accident occurs and the specialist has to manage the event start to finish. Confidence in performing well through an assortment of emergencies is gained by working during similar incidents and experience.

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0230 PUBLIC SAFETY COMMUNICATIONS							
<hr/>							
1230510 Pub Safety Comm-Personal Svcs							
1230510 511000 REG SAL	.00	392,373.00	392,373.00	352,513.00	352,513.00	.00	-10.2%
1230510 512000 Overtime	.00	69,722.00	69,722.00	106,582.00	106,582.00	.00	52.9%
1230510 513000 LNGVTY	.00	4,825.00	4,825.00	4,275.00	4,275.00	.00	-11.4%
1230510 515000 HOLIDAY	.00	19,101.00	19,101.00	15,101.00	15,101.00	.00	-20.9%
1230510 516000 SHIFT DIFF	.00	9,708.00	9,708.00	9,120.00	9,120.00	.00	-6.1%
1230510 517200 SCK LVE BB	.00	.00	.00	1,000.00	1,000.00	.00	.0%
1230510 518000 PT SAL	.00	59,103.00	59,103.00	40,593.00	40,593.00	.00	-31.3%
1230510 519100 OTHER SAL	.00	1,449.00	1,449.00	2,426.00	2,426.00	.00	67.4%
1230510 558100 CLOTHING	.00	1,900.00	1,900.00	1,400.00	1,400.00	.00	-26.3%
TOTAL Pub Safety Comm-Person	.00	558,181.00	558,181.00	533,010.00	533,010.00	.00	-4.5%
<hr/>							
1230520 PS Comm-Purchase of Svcs							
1230520 530800 TRAINING	.00	2,000.00	2,000.00	2,000.00	2,000.00	.00	.0%
TOTAL PS Comm-Purchase of Sv	.00	2,000.00	2,000.00	2,000.00	2,000.00	.00	.0%
<hr/>							
1230540 PS Comm-Matls & Supplies							
1230540 542000 Off Sup	.00	200.00	200.00	200.00	200.00	.00	.0%
TOTAL PS Comm-Matls & Suppli	.00	200.00	200.00	200.00	200.00	.00	.0%
TOTAL PUBLIC SAFETY COMMUNIC	.00	560,381.00	560,381.00	535,210.00	535,210.00	.00	-4.5%

## TOWN OF SCITUATE

**FY 2019 BUDGET**

**DEPARTMENT: INSPECTIONS 241**

**MISSION STATEMENT:** The mission of the Scituate Inspections Department, in this year as always, is to promote the safety, health and welfare of the public by conscientiously ensuring compliance with codes and standards governing buildings and structures. To this end we enforce the Massachusetts State Building Code (780 CMR), the State Gas and Plumbing Code and the State Electrical Code. We also enforce regulations of the Massachusetts Architectural Access Board (521 CMR), Federal and State Emergency Management Authority (FEMA and MEMA) flood regulations, and regulations concerning Weights and Measures. In the area of zoning, the department enforces compliance with State regulations and Town of Scituate Zoning Bylaws, as well as certain applicable Town of Scituate General Bylaws.

### **FY 19 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL: Work toward creating a new digitized filing system for Inspections Department as well as other departments under the direction of the Office of Planning and Development.**

#### **OBJECTIVES:**

- Position department to institute digitized filing by aligning current and archived files in the same format – by address.
- As files are purged from the office to the archives in response to space constraints, create address folders for each, matching those in the office. Over time, more and more files will be archived using this “matching” system.
- Investigate use of student and/or senior interns to assist in tedious and time consuming process of sorting existing archive file store and re-indexing by address.

**GOAL: Work with Health Agent and other Town agencies to address abandoned and derelict properties that pose a threat to public health and safety, and contribute to neighborhood blight.**

#### **OBJECTIVES:**

- Update the list of such properties as necessary.
- Identify owners or responsible parties and notice them of violation and potential consequences.

- As applicable, work with Health Agent to place properties in the State's Abandoned Housing Initiative (AHI) program. (Scituate's "test-case" property, now in the program, is 119 Kent Street. At least two other properties have been identified as potential candidates.)

**GOAL: Work with other Town Departments, Town Boards, State and Federal agencies, Planning Director, and Town Administrator to create new tools and refine existing tools for management and regulation of coastal development and development in other flood prone areas**

**OBJECTIVES:**

- Participate in working group sessions with Planning Director and Offices of Planning, Health, Conservation and Coastal Resource to discuss need for Zoning Bylaw revisions to more tightly control development in high-risk, flood prone areas. (July 18 – April 19)
- Align Zoning Bylaws with FEMA flood zone designations, limits and requirements. (July 18 – April 19)
- Modify Zoning Section 470 to replace present language which designates 1972 map as defining Flood Plain and Watershed Protection District with FEMA and Woods Hole Group mapping based on newer and more scientific data. (July 18 – April 19)
- Review proposed Zoning Bylaw changes with stakeholders and appropriate Town Boards. Solicit feedback. If supported, pursue a vote at Annual Town Meeting.

**GOAL: Assist a consulting firm to be retained by the Town in a comprehensive update of the Transition Plan, detailing issues of barrier-free access to Town facilities.**

**OBJECTIVES:**

- Assist Town in writing RFP, qualifying candidate consulting firms, interviewing and selecting successful firm. (July 18 – June 19)
- Serve as a staff resource to assist selected firm with list of facilities to be surveyed and access to facilities as necessary. Provide plans and other documentation where available. (September 18)
- Share draft Transition Plan Report with stakeholders for input and comment, review and report to appropriate Town officials, boards and commissions. (November 18)
- Develop project list in priority order for 5-year rolling capital plan. (November 18)

## **MAJOR BUDGET COMPONENTS**

Almost the entire Department budget is allocated to personnel. In addition to the in-house staff, field inspectors are independent contractors paid a flat fee per inspection with the exception of the Electrical inspector who, under the terms of a long-standing contract, is paid a salary.

- Personnel - 99%
- Other Expenditures (supplies, education, etc.) - 1%

## **FY 19 RISKS AND CHALLENGES**

The basic challenges faced by the Inspections Department remain relatively consistent from year to year. The housing unit production and consequent work load noted in the FY 18 Budget has developed, albeit with the predictable deviations from schedule, while other projects that were heretofore unanticipated have come onto the radar.

### **Development**

- Toll Brothers' development of the Goulston property, Seaside at Scituate, has lagged, but it appears it will be fully underway sometime early in FY 19.
- Stockbridge Landing, as of this writing, appears to be lagging but all permits are in place and construction could start at any time.
- 50 Country Way, a three-building mixed use development at the corner of Stockbridge Road and Country Way, will be largely complete by early FY 19, with the possible exception of the front, mixed-use building.
- Herring Brook Meadow is likely to be under construction sometime during FY 19, although the original engineering and permitting will be revisited due to changes in the FEMA flood zones.
- A large development at the Greenbush MBTA parking lot is now in the early design stages. This may consist of as many as 70 – 80 apartments and 20,000 square feet of retail space. It is possible this project will be under construction by the latter part of FY 19.
- Additionally, as in previous years, there are many smaller developments of 3 to 10 homes and many single lot homes being permitted and constructed.

### **Other Duties**

Perhaps the greatest risks and challenges will derive from the so-called “peripheral duties” of the Commissioner and the Department, responsibilities that fall outside the core work area.

- Revision of zoning regulations regarding construction in high-risk flood zones is a sensitive and important issue.
- Another area posing challenges is that of accessibility and conforming to CMR 521, the requirements of the AAB.



- A third challenge is posed by the need to proactively resolve situations concerning derelict and abandoned properties, “junk bylaw” violations and hoarding. All of these issues are difficult, time consuming, often confrontational and often subject to ultimate resolution only by legal means.

## **DEPARTMENTAL ACCOMPLISHMENTS**

- The Department issued 836 building permits, 722 plumbing and gas permits and 608 electrical permits during the period January 1, 2017 to date. The Department conducted nearly 5,100 inspections during this period.
- The Department has participated in monitoring the ongoing construction and completion of three major municipal projects – the Middle School, the Public Safety Complex and the Library.
- The Department annually participates in the Community Rating System (CRS) program administered by NFIP, providing our perspective on disaster preparedness and mitigation issues at numerous community outreach events. Working closely with our Coastal Resource Officer, the Department has contributed to a remarkably successful CRS program, resulting in the highest CRS rating of any town in Massachusetts (a rating of 7) and a 15% discount on the cost of flood insurance for Scituate homeowners.
- Working with the Facilities Director, the Department’s planned office redesign moved closer to full realization. The new office will be enlarged to increase record storage, provide more and better space for client services and a more effective working environment. When complete we plan to have a new, wheelchair accessible counter with more waiting space; a private conference room to be used for group meetings and sensitive discussions with a large table for plan layout; a more open and, therefore, communicative office environment; updated utilities and refreshed finishes.
- The Department participated in meetings of the Scituate Hoarding Response Taskforce (SHRT) and accompanied Board of Health, Police and Fire Department representatives on numerous site visits in response to reported hoarding situations.

DESCRIPTION OF REVENUE	YTD			Projected
	FY/16	FY/17	FY/18	FY/19
Certificate of Inspections	\$ 920.00	\$ 1,040.00	\$ 840.00	\$ 1,000.00
Building Permits	\$ 438,616.00	\$ 446,664.00	\$ 164,003.00	\$ 400,000.00
Gas & Plumbing Permits	\$ 51,840.00	\$ 46,810.00	\$ 21,155.00	\$ 45,000.00
Sealer of W&M	\$ 3,810.00	\$ 2,905.00	\$ 2,380.00	\$ 3,000.00
Wire Permits	\$ 64,241.00	\$ 52,339.00	\$ 22,107.00	\$ 45,000.00
Certificate of Occupancy	\$ 2,460.00	\$ 2,310.00	\$ 1,020.00	\$ 2,500.00
Total:	\$ 561,887.00	\$ 552,068.00	\$ 211,505.00	\$ 496,500.00

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0241 INSPECTIONS							
1241510 Inspections - Personal Service							
1241510 511000 REGULAR SA	118,100.78	218,022.00	218,022.00	269,183.00	165,192.00	.00	23.5%
1241510 512000 OVERTIME	.00	.00	.00	.00	.00	.00	.0%
1241510 513000 LONGEVITY	550.00	550.00	550.00	925.00	925.00	.00	68.2%
1241510 518000 PART-TIME	123,159.07	97,787.00	97,787.00	104,460.00	102,707.00	.00	6.8%
1241510 519100 OTHER SALA	470.97	438.00	438.00	470.00	470.00	.00	7.3%
TOTAL Inspections - Personal	242,280.82	316,797.00	316,797.00	375,038.00	269,294.00	.00	18.4%
1241520 Inspections - Purchase of Serv							
1241520 524200 REPAIR/MAI	457.69	250.00	250.00	250.00	250.00	.00	.0%
1241520 532100 CONFERENCE	1,383.81	1,700.00	1,700.00	2,000.00	2,000.00	.00	17.6%
1241520 571100 MILEAGE RE	211.43	500.00	500.00	500.00	500.00	.00	.0%
1241520 573100 PROFESSION	375.00	450.00	450.00	450.00	450.00	.00	.0%
TOTAL Inspections - Purchase	2,427.93	2,900.00	2,900.00	3,200.00	3,200.00	.00	10.3%
1241540 Inspections - Materials & Supp							
1241540 542000 OFFICE SUP	344.36	250.00	250.00	500.00	500.00	.00	100.0%
1241540 542300 SPECIAL AG	583.67	650.00	650.00	1,200.00	650.00	.00	84.6%
TOTAL Inspections - Material	928.03	900.00	900.00	1,700.00	1,150.00	.00	88.9%
TOTAL INSPECTIONS	245,636.78	320,597.00	320,597.00	379,938.00	273,644.00	.00	18.5%

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0295 SHELLFISH							
1295510 Shellfish - Personal Services							
1295510 518000 PART-TIME	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	.00	.0%
TOTAL Shellfish - Personal S	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	.00	.0%
1295520 Shellfish - Purchase of Servic							
1295520 524200 REPAIR/MAI	152.37	200.00	200.00	200.00	200.00	.00	.0%
1295520 531100 SUPPORT SE	157.00	25.00	25.00	.00	.00	.00	-100.0%
1295520 571100 MILEAGE RE	.00	50.00	50.00	50.00	50.00	.00	.0%
TOTAL Shellfish - Purchase o	309.37	275.00	275.00	250.00	250.00	.00	-9.1%
1295540 Shellfish - Materials & Suppli							
1295540 542300 SPECIAL AG	100.00	100.00	100.00	100.00	100.00	.00	.0%
1295540 548100 FUELS & LU	.00	300.00	300.00	300.00	300.00	.00	.0%
TOTAL Shellfish - Materials	100.00	400.00	400.00	400.00	400.00	.00	.0%
TOTAL SHELLFISH	8,409.37	8,675.00	8,675.00	8,650.00	8,650.00	.00	-.3%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: FACILITIES**

**MISSION STATEMENT:** Provide efficient and cost effective management and programs to effectively Manage all Town owned and operated buildings, including six schools.

**FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:**

- 1.) Expand Facilities Department Services and Staffing : (Spring 2018)
  - A.) Develop new staffing plan to better manage all town buildings.
  - B.) Establish and Hire an HVAC mechanic for all town buildings (Including 6 schools).
  - C.) Establish a plan to hire other trades personnel.
  - D.) Establish Facilities assistance plan, utilizing Senior Tax write-off program.
  - E.) Establish preventative maintenance plan and use of an automated work request system.
- 2.) Establish new financial and operational challenges, for three new Public Buildings (Winter 2017-Spring 2018)
  - A.) Identify fy20 budget needs; to support all new systems, which will be out of warranty Spring 2018 & Fall 2018.
  - B.) Point person for all MEP (mechanical, electrical and plumbing) discussion and decisions.
  - C.) Manage expectations of all new spaces.
  - D.) Manage and establish appropriate service contracts for new buildings.
- 3.) Secure any available Green Community grants (Spring 2018)
  - A.) Evaluate all potential energy savings needs; in all buildings which are eligible.
  - B.) Strive to secure 100% of annual DOER Funds
  - C.) Implement and manage the installation of all approved grant initiatives.
- 4.) Operate and further develop the use of Public buildings; for re-use (Winter2017-Summer2018)
  - A.) Manage and further develop expectations of Recreation Department in the Old Gates Building.
  - B.) Effectively utilize old Fire Station 3 as a useful resource for the Town.
  - C.) Continued improvements to the Scituate Harbor Community Building to maximize potential use.
  - D.) Establish maintenance and fiscal plan for two thirds of old Gates which is not being utilized.
- 5.) Capital planning, Management and Needs Assessment. (July 2018)
  - A.) Conduct an in-house facility needs assessment, for all town buildings.
  - B.) Evaluate and adjust Capital plans.
  - C.) Complete Capital projects at Widows Walk and Humarock Fire Station 2.

**MAJOR BUDGET COMPONENTS:**

Personal Services	\$304,482	36%
Utilities	\$309,064	34%
Repair & Maint.	\$30,000	2%
Supplies	\$10,111	1%
Technical Serv.	\$9,127	1%
Fuel	\$175,800	26%

## **FY 2018 RISKS AND CHALLENGES:**

Due to additional square footage and new and elaborate systems; three new buildings utility and operating costs, will be significantly more than the buildings they replaced. Will need to establish and plan for those expenses.

Manage expectations in three new building with an already challenged R&M and Supplies Budget.

Manage new technology and equipment and expectations; in all new town Building.

Maintain accurate use of “re-use” buildings (SHCB /Station 3/ Gates School).

Manage expectations in six schools, while dealing with limited funding resources and increased social media attention.

Responding to occupant, building and technical needs of new buildings; will be a large and time consuming task.

## **DEPARTMENTAL ACCOMPLISHMENTS:**

- Opened four new buildings (Public Safety, Library, Middle School Performing Arts and Old Gates).
- Moved Police and Fire to new buildings.
- Moved Middle School.
- Moved temporary library to new Library
- Re-fit SHCB after temporary Library vacated.
- Trained and established a new custodian, as part of new buildings.
- Vacate and Demolition of old Police Station.
- Managed Widows Walk for new concession vendor.
- Completion of Phase II ESCO initiatives.
  - A.) High School Energy Management system.
  - B.) Lighting improvements at: SHCB, Sewer plant, Harbormaster, Hatherly, Town Hall & Transfer Station.
  - C.) New Doors at Hatherly School.
  - D.) New HVAC at SHCB
  - E.) New HVAC system in Town Hall.
  - F.) Purchase and conversion of streetlights.
- Completed Green Communities Grant of \$207,506, for energy incentives of: Ten new pumps and motors for Water Treatment, LED light improvements at Jenkins School and new HVAC motors at Jenkins. With incentives and potential savings; all work is valued at \$443,000.
- Managed SHCB as a temporary Library.
- Continued attendances of construction meetings for three new building projects.
- Implementation of Employee ID badges.
- Participated in all new Middle School Building Committee meetings and working group sessions.
- Assisted in Management of temporary use of St Luke’s for use by Recreation and COA.
- Assisted in facilitation of Recreation department move to Jenkins School.
- Maximize the use of Facilities Maintenance Worker, to accomplish many tasks across all trades.
- Continue to make a noticeable and timely impact, on all town building maintenance requests.
- Manage small capital improvement and office move projects in all town buildings.

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Town of Scituate  
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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0410 FACILITIES MANAGEMENT							
1410510 Facilities - Personal Services							
1410510 511000 REGULAR SA	230,852.28	290,669.00	290,669.00	283,384.00	287,976.00	.00	-2.5%
1410510 512000 OVERTIME	6,745.33	12,411.00	12,411.00	7,063.00	7,063.00	.00	-43.1%
1410510 513000 LONGEVITY	1,650.00	2,450.00	2,450.00	2,450.00	2,450.00	.00	.0%
1410510 518000 PART-TIME	5,365.44	.00	.00	8,114.00	24,980.00	.00	.0%
1410510 519100 OTHER SALA	1,747.20	4,847.00	4,847.00	3,472.00	3,472.00	.00	-28.4%
TOTAL Facilities - Personal	246,360.25	310,377.00	310,377.00	304,483.00	325,941.00	.00	-1.9%
1410520 Facilities - Purchase of Servi							
1410520 521100 ELECTRCTY	14,828.20	22,441.00	22,441.00	22,441.00	7,241.00	.00	.0%
1410520 521108 ELEC-TH	44,075.20	75,000.00	75,000.00	30,000.00	30,000.00	.00	-60.0%
1410520 521109 ELEC-SHCB	13,287.66	10,000.00	10,000.00	10,000.00	10,000.00	.00	.0%
1410520 521110 ELEC-PSC	16,592.06	89,593.00	89,593.00	107,000.00	105,000.00	.00	19.4%
1410520 521111 ELEC-WPA	974.27	500.00	500.00	1,200.00	1,200.00	.00	140.0%
1410520 521112 ELEC-HWY	12,979.48	17,000.00	17,000.00	17,000.00	17,000.00	.00	.0%
1410520 521114 ELEC-FS1	.00	6,488.00	6,488.00	7,000.00	7,000.00	.00	7.9%
1410520 521115 ELEC-FS2	.00	6,488.00	6,488.00	6,488.00	6,488.00	.00	.0%
1410520 521116 ELEC-Lib	.00	.00	.00	.00	15,000.00	.00	.0%
1410520 521300 Natl Gas	369.57	15,000.00	15,000.00	15,000.00	1,200.00	.00	.0%
1410520 521308 Gas-TH	11,086.53	22,000.00	22,000.00	17,000.00	17,000.00	.00	-22.7%
1410520 521309 Gas-SHCB	50.20	2,800.00	2,800.00	3,500.00	3,500.00	.00	25.0%
1410520 521310 Gas-PSC	7,617.17	47,327.00	47,327.00	60,000.00	60,000.00	.00	26.8%
1410520 521311 Gas-WPA	1,240.22	400.00	400.00	1,500.00	1,500.00	.00	275.0%
1410520 521312 Gas-HWY	1,033.82	1,200.00	1,200.00	1,100.00	1,100.00	.00	-8.3%
1410520 521314 Gas-FS1	.00	4,875.00	4,875.00	4,875.00	4,875.00	.00	.0%
1410520 521315 Gas-FS2	.00	4,875.00	4,875.00	4,875.00	4,875.00	.00	.0%
1410520 521316 Gas-Lib	.00	.00	.00	.00	13,800.00	.00	.0%
1410520 524100 OFFICE MAC	.00	85.00	85.00	85.00	85.00	.00	.0%
1410520 524200 REPAIR/MAI	16,437.19	21,750.00	21,750.00	30,000.00	24,000.00	.00	37.9%
1410520 524500 VEHICLE SE	2,470.09	500.00	500.00	4,000.00	2,000.00	.00	700.0%
1410520 527000 RENTALS &	3,378.16	3,620.00	3,620.00	5,550.00	4,620.00	.00	53.3%
1410520 527100 RENTALS EQ	3,378.84	200.00	200.00	7,000.00	6,000.00	.00	3400.0%
1410520 529100 RUBBISH RE	1,196.42	.00	.00	1,000.00	1,000.00	.00	.0%
1410520 530900 TECHINCAL	4,127.82	5,000.00	5,000.00	5,000.00	5,000.00	.00	.0%
1410520 532100 CONFERENCE	.00	100.00	100.00	2,000.00	1,500.00	.00	1900.0%
1410520 534100 TELEPHONE	687.88	1,080.00	1,080.00	2,000.00	1,200.00	.00	85.2%
1410520 538200 CUSTODIAL	.00	300.00	300.00	300.00	300.00	.00	.0%
1410520 573100 PROFESSION	.00	210.00	210.00	1,000.00	200.00	.00	376.2%

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
TOTAL Facilities - Purchase	155,810.78	358,832.00	358,832.00	366,914.00	352,684.00	.00	2.3%
1410540 Facilities - Materials & Suppl							
1410540 540000 MATERIALS	.00	2,000.00	2,000.00	3,000.00	2,000.00	.00	50.0%
1410540 542000 OFFICE SUP	216.89	100.00	100.00	150.00	150.00	.00	50.0%
1410540 542100 MERCHANDIS	760.88	.00	.00	.00	.00	.00	.0%
1410540 542300 SPECIAL AG	778.17	300.00	300.00	300.00	300.00	.00	.0%
1410540 543000 BUILDING S	4,118.99	2,500.00	2,500.00	6,000.00	4,200.00	.00	140.0%
1410540 543100 EQUIPMENT	2,044.29	500.00	500.00	3,000.00	2,500.00	.00	500.0%
1410540 545100 Clean Sup	4,564.26	600.00	600.00	1,300.00	1,300.00	.00	116.7%
1410540 545108 Cl Sup-TH	4,945.03	6,000.00	6,000.00	6,000.00	6,000.00	.00	.0%
1410540 545110 Cl Sup-PSC	.00	10,000.00	10,000.00	10,000.00	10,000.00	.00	.0%
1410540 545111 Cl Sup-WPA	.00	100.00	100.00	100.00	100.00	.00	.0%
1410540 546200 LANDSCAPIN	.00	.00	.00	.00	.00	.00	.0%
1410540 548100 Fuel Fac	143,471.97	175,800.00	175,800.00	175,800.00	175,547.00	.00	.0%
1410540 548400 TOOLS & EX	32.66	400.00	400.00	1,000.00	500.00	.00	150.0%
1410540 558100 CLOTHING	1,200.00	1,200.00	1,200.00	6,000.00	2,400.00	.00	400.0%
TOTAL Facilities - Materials	162,133.14	199,500.00	199,500.00	212,650.00	204,997.00	.00	6.6%
1410580 Facilities - Capital Outlay							
1410580 585200 FURNISHING	.00	.00	.00	8,554.38	.00	.00	.0%
1410580 585400 FURNISHING	.00	5,000.00	5,000.00	.00	.00	.00	-100.0%
1410580 585500 PUBLIC BUI	54,442.02	115,000.00	115,000.00	175,000.00	124,000.00	.00	52.2%
TOTAL Facilities - Capital O	54,442.02	120,000.00	120,000.00	183,554.38	124,000.00	.00	53.0%
TOTAL FACILITIES MANAGEMENT	618,746.19	988,709.00	988,709.00	1,067,601.38	1,007,622.00	.00	8.0%



### Facilities Public Buildings Detail

WPA Building: Entry renovation	\$ 22,000
Station 1 Fire: Plumbing and kitchen updates, garage heat	\$ 20,000
Town Hall renovations and office moves	\$ 18,000
Upgrade to town building signage	\$ 8,000
Electrical repair contingency	\$ 10,000
Masonry repair contingency (walkways, stairs)	\$ 8,500
Plumbing repair contingency	\$ 10,000
HVAC repair contingency	\$ 7,500
Old Gates School contingency	\$ 20,000
	<b>\$ 124,000</b>

## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: Engineering - 411

#### MISSION STATEMENT:

The Engineering Department is dedicated to providing professional and cost effective technical engineering services to the citizens of the Town of Scituate and other departments, boards and commissions. Our efforts are focused on providing a high level of expertise for planning, design and quality construction management of all public works improvement projects while maintaining budgets and timelines.

#### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Continue improvements to the municipal water system focusing on the elimination of unlined cast iron water mains throughout Town.
  - a. Prepare the RFP for design services for Phase 3C of the waterline replacement and service transfers.
  - b. Project closeout of Phases 3A & 3B water main replacement projects and associated roadway paving. This will include resurfacing over seven (7) miles of roadways in Town.
2. Supervise, provide onsite construction oversight, process State Grant reimbursements and project closeout for over 2000 lineal feet of seawall replacement currently underway on Oceanside Drive.
3. Provide assistance in permitting and applying for construction grants for the engineering & design for the nourishment of North Scituate Beach.
4. Assist with the preparation of construction documents and administration for the rehabilitation of the Maple Street water standpipe. Improvements will include preparation and interior coating and safety improvements to ladders, railings and hatches.
5. Prepare an RFP for permitting services for the preparation of the Notice of Intent and Stormwater priority report regarding Municipal Separate Storm Sewer System (MS4) discharge permits issued by the Department of Environmental Protection. The new federal stormwater regulations are slated to go into effect in July 2018.
6. Develop a preferred approach to Infiltration and Inflow reduction to the municipal sewer system after reviewing the results of Town wide metering investigations completed in August 2016. Contract documents are currently being prepared for the replacement of the deep clay sewer system on Lighthouse Road and Rebecca Road with a shallow low pressure system. This area has been identified to contribute large volumes of groundwater to the sewer system increasing flows at the wastewater plant.

## MAJOR BUDGET COMPONENTS

Seawall & Road Spending \$400,000.00

Personnel \$249,815

Technical Services \$28,000.00

## FY 2019 RISKS AND CHALLENGES

The Engineering Department has been challenged with the multitude of projects currently underway. The department has the duty to manage, oversee and maintain timelines, qualities and costs for the numerous infrastructure improvement projects throughout town including but not limited to foreshore protection, drinking water, waste water, roadways, sidewalks, parks and fields.

Grant applications and plan preparation for submission can be extremely time consuming. The Department has focused on grants with a high success rate of being awarded. The Engineering Department has had an outstanding success rate for those grants offered through the Executive Office of Energy and Environmental Affairs.

Construction inspections and reviews of all coastal infrastructures after several winter storm events and prepare drawings and cost estimates for submission to FEMA is complex and often requires multiple submissions.

## DEPARTMENTAL ACCOMPLISHMENTS

Successful management of two water main construction contracts totaling over 7 miles of pipeline.

Utilizing the grant received from the Massachusetts Department of Transportation under Governor Bakers Community Compact Program contracted with VHB and assisted with the preparation of the Complete Street Prioritization Plan for the Town.

Drainage Improvements for the design and permitting for the replacement of culverts on Gilson Road and Baileys Causeway are underway.

Daniel Smith, staff engineer designed, procured and provided construction oversight for the replacement of the tide gate located on Oceanside Drive at 7<sup>th</sup> Avenue.

Provided Contract, Engineering and Construction assistance for the following CPC Projects:

1. Central Field North
2. North Scituate Playground
3. Scituate Dog Park

Provided project oversight and contract administration of the construction for Community Preservation Projects Tilden Trail and the Country Way Trail.

Jeffrey Chessia, staff engineer provided full-time onsite construction inspection and process payment requisitions for three (3) major seawall reconstruction projects along Oceanside Drive totaling 2,067 feet.

Continued transformation of record documents and plans into electronic files.

Daniel Smith, staff engineer provided full time construction oversight and contract administration for the major upgrades to the Sand Hills and Chain Pond Wastewater Pump stations. Improvements included complete wet well reconstruction, new pump configuration and communication upgrades at Chain Pond. The Sand Hills pump station improvements included the installation of a third pump, sluice gate, muffin monster, generator alarms and communication upgrades.

Procurement and management of over 63 Contracts.

Issued and inspected over 190 Street opening permits.

Received two (2) Grants from the Executive Office of Energy and Environmental Affairs for the design, permitting and demolition of the Hunter's Pond dam. The Engineering Department provided full time contract administration and construction oversight to ensure proper compliance with the State permits and contract documents for the removal of the dam and restoration of Bound Brook.

Assisted with the preparation of contract documents and construction oversight for the installation of the Emergency Signalization at the newly constructed Public Safety Building located on Chief Justice Cushing Highway.

Assisted the Sewer Department with the procurement of a piloting study for the removal of copper from the waste water stream to meet new permitting regulations and strict discharge requirements.

Assisted the Water Department with preparing bid documents and procurement of a satellite well at well station 22 and the maintenance upgrades to well stations 10, 11 and 18. Also provided assistance and secured design services for the pilot study for an onsite water treatment system at well station 17.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<b>0411 ENGINEERING</b>							
1411510 Engineering - Personal Service							
1411510 511000 REGULAR SA	247,695.36	259,997.00	259,997.00	266,373.00	266,373.00	.00	2.5%
1411510 512000 OVERTIME	56.77	.00	.00	.00	.00	.00	.0%
1411510 513000 LONGEVITY	2,062.50	2,063.00	2,063.00	2,063.00	2,063.00	.00	.0%
1411510 519100 OTHER SALA	1,260.52	2,598.00	2,598.00	2,665.00	2,665.00	.00	2.6%
TOTAL Engineering - Personal	251,075.15	264,658.00	264,658.00	271,101.00	271,101.00	.00	2.4%
<b>1411520 Engineering - Purchase of Serv</b>							
1411520 524100 OFFICE MAC	280.68	300.00	300.00	300.00	300.00	.00	.0%
1411520 524200 REPAIR/MAI	180.91	100.00	100.00	100.00	100.00	.00	.0%
1411520 524500 VEHICLE SE	362.27	750.00	750.00	750.00	750.00	.00	.0%
1411520 527100 RENTALS EQ	2,657.95	2,000.00	2,000.00	2,000.00	2,000.00	.00	.0%
1411520 530900 TECHNICAL	2,672.67	25,000.00	25,000.00	28,000.00	25,000.00	.00	12.0%
1411520 532100 CONFERENCE	112.50	750.00	750.00	750.00	750.00	.00	.0%
1411520 534300 BINDING &	173.75	400.00	400.00	400.00	400.00	.00	.0%
1411520 534400 POSTAGE	61.57	.00	.00	.00	.00	.00	.0%
1411520 534600 LEGAL ADVE	.00	900.00	900.00	900.00	900.00	.00	.0%
1411520 573100 PROFESSION	450.00	500.00	500.00	500.00	500.00	.00	.0%
TOTAL Engineering - Purchase	6,952.30	30,700.00	30,700.00	33,700.00	30,700.00	.00	9.8%
<b>1411540 Engineering - Materials &amp; Supp</b>							
1411540 542000 OFFICE SUP	582.59	750.00	750.00	750.00	750.00	.00	.0%
1411540 542500 PRINTING &	20.42	200.00	200.00	200.00	200.00	.00	.0%
1411540 543100 EQUIPMENT	.00	50.00	50.00	50.00	50.00	.00	.0%
1411540 548000 VEHICLE SU	71.76	200.00	200.00	200.00	200.00	.00	.0%
1411540 548400 TOOLS & EX	95.80	150.00	150.00	200.00	200.00	.00	33.3%
1411540 558100 CLOTHING	924.39	750.00	750.00	750.00	750.00	.00	.0%
TOTAL Engineering - Material	1,694.96	2,100.00	2,100.00	2,150.00	2,150.00	.00	2.4%
<b>1411580 Engineering - Capital Outlay</b>							
1411580 585600 Roads & Se	24,970.11	350,000.00	350,000.00	400,000.00	350,000.00	.00	14.3%
TOTAL Engineering - Capital	24,970.11	350,000.00	350,000.00	400,000.00	350,000.00	.00	14.3%
TOTAL ENGINEERING	284,692.52	647,458.00	647,458.00	706,951.00	653,951.00	.00	9.2%

## Town of Scituate

### Department of Public Works

#### FY 2019 Budget

#### MISSION STATEMENT:

To provide the residents the following services while complying with all State and Federal Regulations:

1. Maintain roads, parks, cemeteries and playgrounds.
2. Delivery of fresh potable water to all residents and provide proper fire protection for residential and commercial properties.
3. Disposal of municipal solid waste in a responsible manner while encouraging recycling.
4. Managing the collection and treatment of sanitary waste to all connected customers.
5. Managing all infrastructure construction projects.

#### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. **Roadways:** Improve the quality of the public streets in Scituate while implementing bottom up roadway management plan. This starts with the replacement or repair of the underground utilities then the rebuilding of the road after settlement has occurred. Focus of new paving projects shall be the main routes filtering down to the minor roads.
2. **Sewer:** Create additional sewer capacity by implementing I/I procedures. This shall include further sewer inspections and repairs in areas prone to flooding along the coast. Complete a pilot program for the removal of copper from the effluent stream to comply with new DEP guidelines.
3. **Water:** Improve the water distribution system and eliminate brown water by removing pre-1935 cast iron water pipes and removing any service connected to the older system. Improve existing wells and continue to look for new sources of water for future use.
4. **Transfer Station:** Work with the South Shore Recycling Consortium to look for way to increase the Town's recycling rate and manage disposal costs.
5. **Foreshore Protection:** Complete the construction of the 9.5 million dollars in seawall grants for Oceanside Drive. Continue to do routine maintenance at all sections of public foreshore protection. Continue to work with CZM (Coastal Zone Management) to look for funding sources for beach nourishment in North Scituate Beach along Glades Road.

#### MAJOR BUDGET COMPONENTS

DPW	Budget	Families Served	Cost per family per year
Highway and Grounds	\$1,905,000	8,000	\$238
Engineering	\$ 725,000	8,000	\$90
Water Department	\$4,388,000	8,000	\$548
Sewer Department	\$3,848,000	3,000	\$1,283
Transfer Station	\$1,286,000	5,000	\$237
Foreshore Protection	\$ 200,000	8,000	\$25
Snow and Ice	\$ 495,401	8,000	\$62

Street Lights	\$ 190,000	8,000	\$24
Administration	\$ 143,000	8,000	\$18

**FY 2019 RISKS AND CHALLENGES**

1. **Highway:** To maintain the roadways during construction of water lines. This puts a great challenge on the Highway Department. To continue to make road and intersection improvements that comply with updated traffic standards mandated by MUTCD while maintaining resident’s perceptions that the improvements will be safer in the long term and not take away the charm of some of Scituate’s character.
2. **Water:** To continue operations while a challenging construction load of the abandonment of pre-1935 waterlines is ongoing.
3. **Sewer:** Challenging regulatory permit requirements will increase the amount of WWTP effluent testing and add additional treatment requirements to meets the NEPDES permit. Continue implementing the pilot program for copper reduction.
4. **Transfer:** As contracts and costs for disposal increase the challenge is managing the station to save money to avoid a future sticker increase.
5. **Engineering:** Oversee the closeout of the Oceanside Drive Seawall Projects with the State and Contractors. Complete new water line installation and waterline service transfer with minimum impact to system.
6. **Foreshore Protection:** Working with residents to understand and accept Town’s easements policy while making significant improvements to the foreshore infrastructure. Work with Government Agencies looking for funding sources.
7. **General:** Balance cost and revenue for water, sewer and transfer station budgets.

**2018 DEPARTMENTAL ACCOMPLISHMENT**

**1. Highway:**

- A. Rebuilt Kent Street from North River to First Parish Road (4,200 feet)
- B. Rebuilt New Kent Street from North River to Go Green (2,100 feet)
- C. Established a bike lane along Kent and New Kent Streets
- D. Installed 500 feet of new Drainage and rebuilt 45 catch basins.
- E. Crews cleared the roadways of snow 8 times and treated the roadways with salt 27 times.

**2. Public Grounds:**

- A. Maintained all Town fields with grass cutting and lining during drought conditions.
- B. Removed over 50 dead and dying trees from the public right of way.

**3. Water: Department:**

- A. Replaced 7 miles of pre 1935 cast iron water lines throughout town including Barker Road, Mann Hill Road, Park Ave, Route 123 and sections of Ann Vinal Road.
- B. Worked with citizens to get thru one of the worst droughts the Town has seen in years by conserving water.
- C. Faced a challenging year with disruptions to the water system during the construction of the new water mains and water restrictions.

**4. Wastewater:**

- A. Complete Rebuild of the Chain Pond Pump Station
- B. Upgrades to the Sand Hills Pump Station including replacement of two existing pumps and the addition of a third pump for back up.
- C. Replaced the Plant Water System.
- D. Successfully presented a copper removal plan to the DEP which allows a pilot study to potentially provide a solution to meet the demands of the Town's NEPDES Permit.

**5. Engineering:**

- A. Project managed the replacement of 7 miles of pre 1935 water lines
- B. Completed the construction of three seawall contracts.
- C. Submitted a grant for \$4,000,000 for beach Nourishment of The Minot Area.
- D. Project managed the Updates to the sewer pump stations.





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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0421 DPW ADMINISTRATION							
1421510 DPW Admin - Personal Services							
1421510 511000 REGULAR SA	138,542.45	141,633.00	141,633.00	146,495.00	146,495.00	.00	3.4%
1421510 513000 LONGEVITY	1,262.50	1,263.00	1,263.00	1,263.00	1,263.00	.00	.0%
1421510 519100 OTHER SALA	227.92	235.00	235.00	249.00	249.00	.00	6.0%
TOTAL DPW Admin - Personal S	140,032.87	143,131.00	143,131.00	148,007.00	148,007.00	.00	3.4%
1421520 DPW Admin - Purchase of Servic							
1421520 524200 REPAIR/MAI	84.42	300.00	300.00	300.00	300.00	.00	.0%
1421520 527100 RENTALS EQ	347.92	40.00	40.00	40.00	40.00	.00	.0%
1421520 532100 CONFERENCE	.00	50.00	50.00	50.00	50.00	.00	.0%
1421520 534300 BINDING &	114.83	100.00	100.00	100.00	100.00	.00	.0%
TOTAL DPW Admin - Purchase o	547.17	490.00	490.00	490.00	490.00	.00	.0%
1421540 DPW Admin - Materials & Suppli							
1421540 542000 OFFICE SUP	80.43	225.00	225.00	225.00	225.00	.00	.0%
1421540 542500 PRINTING &	.00	50.00	50.00	50.00	50.00	.00	.0%
TOTAL DPW Admin - Materials	80.43	275.00	275.00	275.00	275.00	.00	.0%
TOTAL DPW ADMINISTRATION	140,660.47	143,896.00	143,896.00	148,772.00	148,772.00	.00	3.4%

## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: HIGHWAY

#### MISSION STATEMENT:

To manage the cost and effectiveness of the maintenance and construction of all town roads, sidewalks, drainage systems, street signs and beach entrance openings and closings.

#### FY 2019 HIGHWAY 422-GOALS:

1. Hatherly Road (Turner Road to Jericho Road)
  - a. Repair 300 feet of drainage pipe and three catch basins.
  - b. Rebuild road which is 2700 feet in length, and 27 feet in width.
  - c. Replace 2416 feet of sidewalks.
2. Lawson Road
  - a. Cold plane 1400' x 24 of Roadway
  - b. Install 3 catch basins
  - c. replace 75' of drainage pipe
3. Jericho Road
  - a. Cold Plane 1300' x 32" of roadway
  - b. Install 2 catch basins
  - c. Close in intersection at Jericho Road and Hatherly Road
4. Improve visibility of pavement markings on roadways.

#### MAJOR BUDGET COMPONENTS:

Personnel cost	\$661,536	54%
Purchase of Services	\$314,464	33%
Materials & Supplies	\$158,415	6%
Equipment purchases	\$42,149	6%

## FY 2019 RISKS AND CHALLENGES:

1. Stay within budget and managing unexpected costs from ocean storm clean up's, maintenance of roadways and parking lots.
2. Highway Department has limited space for storage of equipment and materials. We are currently using several areas, including the Highway Department and Transfer Station (brine area).
3. A constant challenge keeping coastal roads open after a northeast storm event. Over wash occurred on Egypt Beach Road, Peggotty Beach Parking lot (route to Inner Harbor Road) Glades Road, Surfside Road, Rebecca Road, Lighthouse Road and Turner Road. Contractors are used in heavy over wash areas and town loaders are used in the "lighter" over wash areas, last winter we responded to 10 over wash incidents.
4. A constant challenge is keeping up with the large number of roadside tree removal that needs to be completed. Working with National grid to identify trees and limbs that may cause utility problem

## 2018 DEPARTMENTAL ACCOMPLISHMENTS:

- Cleaned culverts in; North Scituate, Sand Hills, Scituate Center, Greenbush area, Harbor area, Minot area, Shore Acres and the west end.
  - Cleaned out 2,400 catch basins.
  - Completed street sweeping of most roadways and weekly sweeping of the business districts.
  - Opened and closed all beach entrances (cleaned out sand, installed and removed Sea gates and railings).
  - Managed the line painting of main and secondary roadways, intersections, business districts, parking lots and schools.
  - Picked up trash from all Ship Shape Day locations, and all beach associations.
  - Cleaned up several times after major storm events around coastal areas
  - Used over 100+ tons of asphalt to patch 48 areas disturbed by the water department.
  - Used over 150+ tons of asphalt for pot hole repairs and trench repairs.
  - Scheduled delivery and pick up of all portable potties and scheduled all weekly cleanings of portable potties at all beach locations.
  - Cleaned all best management practices catch basins near the reservoir (Pin Oak Drive, Hughey Road, Satuit Trail, Oakhurst Road, Eisenhower Lane, Colonial Way).
  - Emptied trash barrels weekly and when needed in business area (62), beach areas (65), and recycle bins (20).
  - Completed paving on a section of Kent Street (from First Parish Road to Sewer Department)
- Completed roadside trimming and cutting to Kent Street, Driftway, Boothill Road Intersection, Maple Street, Grove Street, Clapp Road, Summer Street and Branch St



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<b>0422 HIGHWAY</b>							
<b>1422510 Highway - Personal Services</b>							
1422510 511000 REGULAR SA	511,401.39	561,554.00	561,554.00	587,517.00	587,517.00	.00	4.6%
1422510 512000 OVERTIME	28,231.23	25,431.00	25,431.00	25,812.00	25,812.00	.00	1.5%
1422510 513000 LONGEVITY	7,400.00	7,550.00	7,550.00	7,550.00	7,550.00	.00	.0%
1422510 519000 SEASONAL S	4,875.00	12,040.00	12,040.00	12,320.00	12,320.00	.00	2.3%
1422510 519100 OTHER SALA	20,372.60	9,858.00	9,858.00	28,617.00	28,617.00	.00	190.3%
<b>TOTAL Highway - Personal Ser</b>	<b>572,280.22</b>	<b>616,433.00</b>	<b>616,433.00</b>	<b>661,816.00</b>	<b>661,816.00</b>	<b>.00</b>	<b>7.4%</b>
<b>1422520 Highway - Purchase of Services</b>							
1422520 524100 OFFICE MAC	545.08	600.00	600.00	700.00	700.00	.00	16.7%
1422520 524200 REPAIR/MAI	112,920.16	144,000.00	144,000.00	176,508.00	144,000.00	.00	22.6%
1422520 524500 VEHICLE SE	4,783.13	9,000.00	9,000.00	9,015.90	9,015.00	.00	.2%
1422520 527100 RENTAL EQU	105,774.03	117,318.00	117,318.00	129,680.00	120,000.00	.00	10.5%
1422520 530900 TECHNICAL	672.00	.00	.00	336.00	336.00	.00	.0%
1422520 532100 CONFERENCE	60.00	325.00	325.00	400.00	400.00	.00	23.1%
1422520 534300 BINDING &	63.00	175.00	175.00	175.00	175.00	.00	.0%
1422520 534400 POSTAGE	60.64	.00	.00	.00	.00	.00	.0%
1422520 538900 INTERDEPAR	10,593.76	14,000.00	14,000.00	14,000.00	14,000.00	.00	.0%
1422520 573100 PROFESSION	688.00	500.00	500.00	1,000.00	700.00	.00	100.0%
<b>TOTAL Highway - Purchase of</b>	<b>236,159.80</b>	<b>285,918.00</b>	<b>285,918.00</b>	<b>331,814.90</b>	<b>289,326.00</b>	<b>.00</b>	<b>16.1%</b>
<b>1422540 Highway - Materials &amp; Supplies</b>							
1422540 542000 OFFICE SUP	178.88	400.00	400.00	500.00	400.00	.00	25.0%
1422540 542300 SPECIAL AG	8,866.42	3,650.00	3,650.00	8,300.00	6,000.00	.00	127.4%
1422540 542500 PRINTING &	445.00	.00	.00	.00	.00	.00	.0%
1422540 543000 BUILDING S	3,295.99	4,200.00	4,200.00	5,000.00	4,200.00	.00	19.0%
1422540 543100 EQUIPMENT	31,775.29	31,000.00	31,000.00	31,263.57	31,263.00	.00	.9%
1422540 543300 ROADWAY MA	64,267.80	71,000.00	71,000.00	78,371.00	71,000.00	.00	10.4%
1422540 543400 TRAFFIC CO	13,779.80	24,900.00	24,900.00	27,255.79	27,255.00	.00	9.5%
1422540 545100 CLEANING S	.00	500.00	500.00	500.00	500.00	.00	.0%
1422540 548000 VEHICLE SU	1,102.35	650.00	650.00	900.00	900.00	.00	38.5%
1422540 548100 FUELS & LU	116.76	.00	.00	.00	.00	.00	.0%
1422540 548400 TOOLS & EX	959.11	750.00	750.00	750.00	750.00	.00	.0%
1422540 558100 CLOTHING	5,543.92	5,700.00	5,700.00	5,700.00	5,700.00	.00	.0%
<b>TOTAL Highway - Materials &amp;</b>	<b>130,331.32</b>	<b>142,750.00</b>	<b>142,750.00</b>	<b>158,540.36</b>	<b>147,968.00</b>	<b>.00</b>	<b>11.1%</b>
<b>1422580 Highway - Capital Outlay</b>							
1422580 585100 EQUIPMENT	7,000.00	36,200.00	36,200.00	44,000.00	22,000.00	.00	21.5%

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Town of Scituate  
 NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
1422580 585300 OFFICE EQU	.00	75.00	75.00	2,149.99	900.00	.00	2766.7%
TOTAL Highway - Capital Outl	7,000.00	36,275.00	36,275.00	46,149.99	22,900.00	.00	27.2%
TOTAL HIGHWAY	945,771.34	1,081,376.00	1,081,376.00	1,198,321.25	1,122,010.00	.00	10.8%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: SNOW & ICE**

**MISSION STATEMENT:**

Insure that all public ways, sidewalks, municipal and school lots are safely passable in the winter.

**FY 2019 SNOW & ICE 423 - GOALS**

1. Explore multiple options for the most affordable price in getting the town salt and plowing routes on a Computerized mapping system.
2. Implement Driver wellness training to all employees and contractors.

**MAJOR BUDGET COMPONENTS:**

Personnel cost	\$105,102	19%
Roadway maintenance	\$186,252	37%
Equipment	\$188,456	44%

**FY 2019 RISKS AND CHALLENGES:**

1. Utilizing all town employees from all DPW divisions and helping these employees to be versatile in using all the DPW equipment including loaders, backhoes, sidewalk machine, 6 wheeler, 10 wheelers, one-tons, bob cat, and pickup trucks.

**DEPARTMENTAL ACCOMPLISHMENTS:**

During the winter we had ten full salting events and eight plowing events and seventeen spot sanding events. Also cleared the following areas of over wash, Central Ave, Oceanside Drive, Surfside Drive, Glades Road, Egypt Beach Road, Turner Road, Lighthouse Road, Rebecca Road and Peggotty Beach parking lot (blocks Inner Harbors Road)

Managed storm over wash/clean up along coastal areas and clean up around Business Districts.

Handled two sand and stone over wash areas in Humarock, two major sand over wash storms At Peggotty Beach Parking lot with town equipment only.



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0423 SNOW & ICE							
1423510 Snow & Ice - Personal Services							
1423510 512000 OVERTIME	70,656.69	93,555.00	93,555.00	105,102.00	105,102.00	.00	12.3%
TOTAL Snow & Ice - Personal	70,656.69	93,555.00	93,555.00	105,102.00	105,102.00	.00	12.3%
1423520 Snow & Ice - Purchase of Servi							
1423520 527100 EQUIPMENT	247,522.38	188,456.00	188,456.00	188,456.00	176,909.00	.00	.0%
TOTAL Snow & Ice - Purchase	247,522.38	188,456.00	188,456.00	188,456.00	176,909.00	.00	.0%
1423540 Snow & Ice - Materials & Suppl							
1423540 543100 EQUIPMENT	23,995.50	28,000.00	28,000.00	28,000.00	28,000.00	.00	.0%
1423540 543300 ROADWAY MA	182,094.56	186,252.00	186,252.00	186,252.00	186,252.00	.00	.0%
1423540 548000 VEHICLE SU	432.65	100.00	100.00	100.00	100.00	.00	.0%
1423540 548400 TOOLS & EX	.00	750.00	750.00	750.00	750.00	.00	.0%
TOTAL Snow & Ice - Materials	206,522.71	215,102.00	215,102.00	215,102.00	215,102.00	.00	.0%
TOTAL SNOW & ICE	524,701.78	497,113.00	497,113.00	508,660.00	497,113.00	.00	2.3%

## **TOWN OF SCITUATE**

### **FY 2019 BUDGET**

### **DEPARTMENT: STREET LIGHTS**

**MISSION STATEMENT:** To provide adequate street lighting for town streets, roads and neighborhoods at an affordable cost

#### **MAJOR BUDGET COMPONENTS**

This line item covers the cost of the Town's streetlights. In 2015 the Town purchased the streetlights from National Grid. During FY 2017, we converted the streetlights to more efficient LED's. The FY 18 budget allocation was reduced to \$60,000 but was supplemented at the November 2017 special town meeting as the Town had not yet received the credit for conversion to LEDs. The FY 2019 budget is set at \$120,000 until such time as the credit is received and the Town is billed at the lower rate

#### **FY 2019 RISKS AND CHALLENGES**

The Town is now responsible for maintenance and repair of the lights and replacing nonfunctioning LEDs. This will be performed by a subcontractor.

The Town traditionally lighted all streetlights in new subdivisions. We plan to review approving only the lighting of selected poles until the subdivision is fully built and inhabited.



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Town of Scituate  
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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0424 STREET LIGHTS & BEACONS							
1424520 Street Lights - Purchase of Se							
1424520 521100 ELECTRICIT	130,575.85	60,000.00	120,000.00	120,000.00	120,000.00	.00	100.0%
TOTAL Street Lights - Purcha	130,575.85	60,000.00	120,000.00	120,000.00	120,000.00	.00	100.0%
TOTAL STREET LIGHTS & BEACON	130,575.85	60,000.00	120,000.00	120,000.00	120,000.00	.00	100.0%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: PUBLIC GROUNDS**

**MISSION STATEMENT:**

To insure all public grounds areas, buildings, parks, schools, playgrounds and cemeteries are attractively Maintained and that all public ways are safely passable at all times.

**FY 2019 PUBLIC GROUNDS 429 - GOALS**

1. Prune/trim trees on Clapp Road, First Parish Road (west end), Vernon Road, Laurel Drive, Grove Street and Maple Street.
2. Improve practice field at Gates School by re-grading loam and sod on all trouble areas.
3. Maintain beach and business districts trash removal in a cost effective way.
4. Remove all dead or dying trees from roadways and keep all sidewalks safe from any problem trees or limbs while keeping all employees and equipment safe.
5. Survey, line and strip all playing fields; increase our spring maintenance to improve high wear areas and in The Spring dead spots, seed or sod the high wear areas, take soil samples for ph values to upgrade service to all fields without using outside contractors.
6. Implement a computerized management system for Union and Cudworth Cemeteries.

**MAJOR BUDGE COMPONENTS:**

Personnel cost	\$640,567	70%
Purchase of Services	\$176,063	20%
Material & Supplies	\$62,370	7%
Equipment purchases	\$14,600	3%

#### FY 2019 RISKS AND CHALLENGES:

1. Public Grounds has limited space for storage of equipment and materials. We are currently using four areas for storage: Minot Fire Station, Beaver Dam Road, Transfer Station (brine area), and our site on Capt. Peirce Road. With the new Middle School project we lost our storage area behind the bus parking at SHS and this is creating a problem for storing of equipment and materials.
2. Maintaining all of the town's playing fields is a challenge, due to the amount of use. The Town does not have the ability to allow a natural field time off to rejuvenate and most of the fields are used more than they were designed for because of the popularity of the sports programs.
3. Public Grounds maintains the following open space areas with a crew of 6 employees: Hatherly School, Central Park, Gates School, Cudworth playground, Lawson Park, High School grounds, football practice field, Town Hall greenscape, Greenbush open space, Sandhills ballfields, Town Library green space, Elm Park, the Common, Beaver Dam ball field, Jenkins School, Wampatuck School, Cushing School, Cushing field, High school soccer field and Driftway Park, North Scituate Village, Hollett Street at Ann Vinal, Central Fire Station, Edward Foster, Cole Parkway, Teak Sherman Park, Mount Hope Cemetery, Cudworth Cemetery, Egypt Park, Purple Dinosaur playground, North Scituate Playground, Route 3A North River pump station, Country Way, Cedar and Summer Streets. The addition of the Public Safety Building, new School and expanded Library will challenge the team to provide level service in these areas.
4. Organizing two cemeteries with no computerized system.

#### 2018 DEPARTMENTAL ACCOMPLISHMENTS:

- Cut back roadside growth along roads and intersections, cut back growth on all sidewalks.
- Scheduled delivery and pick up of all portable potties at all beach locations.
- Checked tree problems on all roadways throughout the year, to make a comprehensive list.
- Scheduled town crew and contracted crew to remove 35+ dead or dying trees, and trim dead and/or broken branches.
- Mow, weed and edge all large plot areas (40) and small plot areas (20) around town.
- Weed wacked around guard rails on all main roads.
- Watered all beautification islands.
- Emptied trash barrels when needed in business area (64), beach areas (66), and recycle bins (20).
- Cut and weed wack all fields and maintained all school grounds.
- Maintained all ball fields from April through November.
- Maintained all line stripping of athletic fields.
- Maintained and made repairs to all playgrounds.
- Repaired SHS football practice field (on going).
- Tree trimming on Clapp Rd., First Parish Rd, Vernon Rd, Laurel Dr. Maple St. Grove St.
- Repaired fences at Cudworth Road.
- Managed all burials at Cudworth and Union Cemeteries.
- Leaf removal/ fall cleanup for 40 large plot areas and 20 small plot areas around town, and trimming of roadsides on all main roads and secondary roadways.



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<b>0429 PUBLIC GROUNDS</b>							
1429510 Public Grounds - Personal Serv							
1429510 511000 REGULAR SA	398,953.75	471,036.00	471,036.00	477,941.00	477,941.00	.00	1.5%
1429510 512000 OVERTIME	25,798.31	27,600.00	27,600.00	28,018.00	28,018.00	.00	1.5%
1429510 513000 LONGEVITY	5,300.00	4,750.00	4,750.00	5,150.00	5,150.00	.00	8.4%
1429510 514000 ED INC	.00	700.00	700.00	700.00	700.00	.00	.0%
1429510 518000 PART-TIME	.00	10,374.00	10,374.00	6,000.00	6,000.00	.00	-42.2%
1429510 519000 SEASONAL S	54,000.01	58,050.00	58,050.00	59,400.00	59,400.00	.00	2.3%
1429510 519100 OTHER SALA	18,862.24	7,450.00	7,450.00	22,262.00	22,262.00	.00	198.8%
<b>TOTAL Public Grounds - Perso</b>	<b>502,914.31</b>	<b>579,960.00</b>	<b>579,960.00</b>	<b>599,471.00</b>	<b>599,471.00</b>	<b>.00</b>	<b>3.4%</b>
1429520 Public Grounds - Purchase of S							
1429520 524100 OFFICE MAC	55.02	150.00	150.00	150.00	150.00	.00	.0%
1429520 524200 REPAIR/MAI	33,165.24	23,500.00	23,500.00	65,574.00	36,000.00	.00	179.0%
1429520 524500 VEHICLE SE	1,734.60	4,200.00	4,200.00	4,200.00	4,200.00	.00	.0%
1429520 527100 RENTAL EQU	64,125.56	98,000.00	98,000.00	113,483.00	98,000.00	.00	15.8%
1429520 530900 TECHNICAL	.00	50.00	50.00	50.00	50.00	.00	.0%
1429520 532100 CONFERENCE	.00	300.00	300.00	300.00	300.00	.00	.0%
1429520 534400 POSTAGE	.00	50.00	50.00	50.00	50.00	.00	.0%
1429520 538900 INTERDEPAR	6,797.76	8,500.00	8,500.00	8,500.00	8,500.00	.00	.0%
1429520 573100 PROFESSION	324.00	500.00	500.00	756.00	500.00	.00	51.2%
<b>TOTAL Public Grounds - Purch</b>	<b>106,202.18</b>	<b>135,250.00</b>	<b>135,250.00</b>	<b>193,063.00</b>	<b>147,750.00</b>	<b>.00</b>	<b>42.7%</b>
1429540 Public Grounds - Materials & S							
1429540 542000 OFFICE SUP	244.78	250.00	250.00	300.00	250.00	.00	20.0%
1429540 542300 SPECIAL AG	14,706.85	15,000.00	15,000.00	16,570.00	15,000.00	.00	10.5%
1429540 543000 BUILDING S	4,137.66	3,200.00	3,200.00	3,200.00	3,200.00	.00	.0%
1429540 543100 EQUIPMENT	20,124.49	20,000.00	20,000.00	20,000.00	20,000.00	.00	.0%
1429540 545100 CLEANING S	.00	750.00	750.00	1,100.00	750.00	.00	46.7%
1429540 546200 LANDSCAFIN	12,901.01	12,000.00	12,000.00	14,000.00	13,000.00	.00	16.7%
1429540 548000 VEHICLE SU	.00	750.00	750.00	750.00	750.00	.00	.0%
1429540 548100 FUELS & LU	.00	.00	.00	.00	.00	.00	.0%
1429540 548400 TOOLS & EX	766.94	700.00	700.00	700.00	700.00	.00	.0%
1429540 558100 CLOTHING	4,200.00	4,900.00	4,900.00	5,750.00	5,750.00	.00	17.3%
<b>TOTAL Public Grounds - Mater</b>	<b>57,081.73</b>	<b>57,550.00</b>	<b>57,550.00</b>	<b>62,370.00</b>	<b>59,400.00</b>	<b>.00</b>	<b>8.4%</b>
1429580 Public Grounds - Capital Outla							
1429580 585100 EQUIPMENT	13,880.00	15,550.00	15,550.00	14,600.00	14,600.00	.00	-6.1%



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR:  
GENERAL FUND

	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
TOTAL Public Grounds - Capit	13,880.00	15,550.00	15,550.00	14,600.00	14,600.00	.00	-6.1%
TOTAL PUBLIC GROUNDS	680,078.22	788,310.00	788,310.00	869,504.00	821,221.00	.00	10.3%

## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: Board of Health

#### MISSION STATEMENT:

The mission of the Board of Health is to promote and protect public and environmental health within the community by implementing programs, enacting policies, enforcing regulations, and providing prevention services for the residents of Scituate.

#### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL #1 – To improve public education about the risks associated with tick-borne illnesses and means of prevention

- A. Collaborate with the Plymouth County Entomologist, Town departments, and other community groups to promote and host a public education event (July and August)
- B. Update educational materials for distribution to the community (August)
- C. Collaborate with related Town Departments and local businesses and venues to distribute the educational materials (September and then ongoing)

GOAL #2 – To further improve neighborhood conditions throughout parts of the community experiencing blight caused by abandoned houses by expanding the Town's involvement with the Abandoned Housing Initiative (AHI) implemented by the State Attorney General's Office

- A. Work with members of other Town departments, including but not limited to the Building Department and Treasurer/Collector, to update the list of candidate dwellings for the program and revise the priority list (July)
- B. Implement the initial requirements of the AHI program for additional properties and present candidates to the Attorney General's office (August to December)
- C. Work with the Attorney General's Office and related stakeholders to bring abandoned houses into compliance with the State Sanitary Code (January to July and then ongoing)

#### MAJOR BUDGET COMPONENTS

The major budget component is personal services at \$258, 366, accounting for approximately 95% of the proposed department budget. Technical services account for 4% of the remaining proposed budget.

#### FY 2019 RISKS AND CHALLENGES

With the growing population and increasing number of responsibilities, the workload exceeds the department staff's ability to respond and provide all needed services in a timely manner. Therefore, the Board of Health is requesting funding for an additional staff member, a health agent/assistant director of public health.

There continues to be an increasing number of known residents that struggle with clutter and related disorders. The large number of hoarding cases requiring a response continues to increase and each case requires a variety of resources, collaboration with Town and external personnel with specific areas of expertise, and a significant time commitment to facilitate improved health and safety.

Governor Baker issued Executive Order No. 562 directing State agencies to review, rescind, revise or simplify their regulations. Following promulgation of revised regulations at the State level, department staff must learn and implement the new regulations. It is expected that the State will promulgate new Codes for recreational camps and food safety in 2018, with others to follow.

The number of permitted septic systems has increased from 2016 to 2017. That number may further increase if all anticipated development remains on schedule. There has also been an increased number of Title 5 inspection reports to review and compliance issues associated with failed systems and operation and maintenance contract requirements.

In January 2017, the Board of Health implemented a Subsurface Sewage Disposal System Abandonment Policy for a Building Being Connected to the Municipal Sewer System to supplement and clarify the requirements of the State Environmental Code, Title 5. This necessitates close collaboration with the Sewer Division and significant time commitment to ensure compliance in an area not previously addressed consistently in this department.

The increased level of current and upcoming development as well as the successful real estate market is expected to increase the number of planning and review meetings to attend, septic plans and building permits to review, and septic system installations to inspect.

The Board of Health is engaged in approximately eight to ten housing cases at any one time, requiring a significant effort to educate landlords and renters about their rights and responsibilities under the State Sanitary Code, Chapter II. These cases often necessitate assistance from and collaboration with members of the Building Department and, in some instances, require legal filings and time in court to return a property to compliance with the Sanitary Code.

The Board of Health adopted a Private Well Regulation in June 2017, which requires an education campaign so that stakeholders understand the requirements for existing and proposed private wells. Additionally, given the recent drought, there has been increased interest in installing private wells, which, in conjunction with the adoption of the regulation, has led to additional time and resources spent on this area previously unaddressed by this department.

The Board of Health is responsible for investigating and addressing nuisance complaints. The department is actively engaged on approximately six such cases at any one time, often collaborating with the Building Department, which enforces the Junk Bylaw.

The Town is home to approximately 100 food establishments. It is a challenge to ensure compliance with State requirements relative to allergen awareness, ServSafe, and choke saver training. Scituate also hosts a large number of festivals, fundraisers, and other short duration events that include food permitting. The annual permitting process and permitting for large events is time intensive and requires a coordinated effort among the department, vendor, host organization, and, at times, other Town Departments so food is provided in a safe manner by qualified personnel. The food inspector conducts between 400 and 450 food inspections a year.

In 2003, the Massachusetts Department of Public Health (DPH) divided the state into emergency preparedness regions, which receive grant funding. In FY 2016, the Town of Scituate was part of Region 4B, consisting of 26 communities. In FY 2017, Region 4B merged with Region 4A to be Region 4AB, comprised of 59 communities. It is challenging to coordinate this large number of communities, participate in regional projects, and complete numerous deliverables as required by the grant. Additionally, emergency preparedness funding was reduced by 20% in FY 2018 and local funding is anticipated to cease. The uncertainties in future funding limit local boards of health to fund future emergency preparedness needs.

Scituate is unique on the South Shore in that public health is the department responsible for preparing for, operating, staffing, and providing supplies for the emergency shelter and this is a year-round responsibility. The

needed supplies have been provided through emergency preparedness grant funding; however, current funding has been reduced by approximately 20% and future grant funding is expected to cease. Additionally, one of the most critical resources needed for successful shelter operations is a sufficient number of vetted volunteers to staff the shelter. Although collaboration with SANDS and CERT has been critical in staffing the shelter, the number of volunteers needed for a long duration event is great and the list of staff and volunteers is currently insufficient.

The Board of Health issues approximately 250 annual permits in a two month period. This is a very time consuming undertaking to ensure each application package is complete and follow-up with each applicant regarding outstanding items before issuing each permit.

Housing insecurity, including lack of affordable housing and clear understanding of legal rights in an eviction process, continues to be one of the primary issues referred to the Manager of Social Services. Thirty cases involving imminent risk of loss of housing and/or eviction were seen by the Manager of Social Services in the last fiscal year, up from 14 cases in the prior fiscal year. These cases require substantial advocacy efforts and coordination with multiple state and private agencies.

Lack of adequate mental health care and access to services often results in less than adequate support for individuals and families living with mental health issues in the community. Consistent, timely, and accurate communication with local hospitals, providers, and community support services is imperative for effective coordination of community resources. This often requires the Manager of Social Services to respond expeditiously in a crisis situation.

#### DEPARTMENTAL ACCOMPLISHMENTS

The Board of Health finalized and adopted local private well regulations in June 2017. Additionally, this department, in collaboration with the Water Division, created a single comprehensive list of known private wells and updates the list upon completion of well installation.

Septic systems must be abandoned in accordance with the State Environmental Code, Title 5. In January 2017, the Board of Health implemented a Subsurface Sewage Disposal System Abandonment Policy for a Building Being Connected to the Municipal Sewer System to supplement and clarify the requirements of Title 5. This policy provides step-wise guidance for homeowners and contractors to ensure that septic system abandonment is being permitted, conducted, and documented.

The Town is home to approximately 100 food establishments. To assist with permitting and regulation compliance, the department maintains a tracking system so department staff can alert establishments of upcoming training requirements. Additionally, each food establishment with more than 25 seats must have a choke saver trained staff member present whenever the establishment is open. For the third consecutive year, the department, in collaboration with the Fire Department, hosted a free choke saver class for Scituate food establishments.

The Water Division, Facilities Department and Board of Health collaborated to submit a response to the Request for Interest released by MassDEP in May 2016 to participate in their Assistance Program for Lead in School Drinking Water. Through the program, the Town received technical and financial assistance from MassDEP for each school to: 1) develop a sampling plan for each school; 2) collect samples for copper and lead from each water bubbler and sink that could be used as a source of drinking water; 3) identify and implement a sampling program moving forward; 4) complete a plumbing profile; and 5) promote educational materials for community outreach. The three departments collaborated to complete the project and held a meeting for the school community in March 2017.



In collaboration with the Treasurer/Collector and Building Department, the department has been working with the State Attorney General's Office AHI to bring an initial home into compliance with the State Sanitary Code.

The public health nurse provided approximately 400 free flu vaccinations and shingles shots to several residents in May 2017. She provides preventive health services, including blood pressure clinics and home visits. She also partnered with Dana Farber to host their Mammography Van in Fall 2016 and Spring 2017 providing screening mammograms to 35 women.

The department collaborates with Town Departments and external partners to facilitate the Scituate Hoarding Response Team (SHRT). The team was awarded a third increased grant award from MassHousing. With grant funding in FY 2017, the team hosted a community education forum in April 2017 and offered four multi-week clutter reduction support groups facilitated by a licensed social worker with expertise in hoarding and treatment for clients struggling with clutter. In all, 32 individuals from 13 communities participated in the support groups.

The Manager of Social Services provided direct case management, advocacy, and support to 117 residents throughout the fiscal year. Of these cases, 30 involved imminent risk of loss of housing and/or eviction, resulting in intensive case management and close collaboration with private and public agencies and legal aid. Fifty-two "elder at risk" cases were referred to Adult Protective Services by the Manager of Social Services and Outreach Worker at the Council on Aging, resulting in service implementation and ongoing case management. Coordination of mental health services and resources, family support, and advocacy was provided for 71 residents.

In collaboration with the Council on Aging, the Manager of Social Services participated in the implementation of a new Friendly Visitor Program available to residents over 60. The Manager of Social Services facilitates a monthly caregiver support group and sits on the Advisory Council of South Shore Elder Services and Statewide Steering Committee on Hoarding. As co-chair of the SHRT, the Manager of Social Services presented on hoarding to local and regional groups, and at a conference on hoarding at North Shore Elder Services in Danvers. The Manager of Social Services also participated in a two-day community justice and resource program hosted by Hingham District Court, with the aim of facilitating closer ties between community agencies and services.

DESCRIPTION	FY16	FY17	FY18	FY19	Comments
OF REVENUE			YTD	Projected	
Percolation test	3480.00	4080.00	1080.00	3250.00	
BOH other licenses	6106.00	7233.80	2196.40	5900.00	
Sewerage permits	20625.00	23495.00	13450.00	23600.00	
Pump and haul permits	2400.00	1050.00	1050.00	16650.00	
Rubbish removal permits	1700.00	3100.00	3100.00	3600.00	
Swimming pool permits	1275.00	950.00	950.00	1375.00	
Installer permits	5275.00	4800.00	4800.00	5200.00	
BOH By-law violation	0.00	0.00	0.00	0.00	
Preparedness grant	6445.99	6445.99	5801.39	4600.00	
Flu vaccine	5951.20	16438.06	179.04	10000.00	
Percolation witness fees	26880.00	36920.00	9490.00	27500.00	
Food inspection revolving fees	25503.00	26583.75	20931.25	27000.00	
MassHousing SHRT grant	2500.00	3000.00	3500.00	0.00	

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0510 BOARD OF HEALTH							
1510510 Board of Health - Personal Ser							
1510510 511000 REGULAR SA	143,764.48	152,592.00	152,592.00	242,798.00	242,798.00	.00	59.1%
1510510 513000 LONGEVITY	.00	.00	.00	480.00	480.00	.00	.0%
1510510 518000 PART-TIME	12,759.37	13,387.00	13,387.00	13,792.00	13,792.00	.00	3.0%
1510510 519100 OTHER SALA	.00	1,208.00	1,208.00	1,266.00	1,266.00	.00	4.8%
TOTAL Board of Health - Pers	156,523.85	167,187.00	167,187.00	258,336.00	258,336.00	.00	54.5%
1510520 Board of Health - Purchase of							
1510520 524500 REPAIRS &	65.00	150.00	150.00	100.00	100.00	.00	-33.3%
1510520 530900 TECHNICAL	5,025.00	6,300.00	6,300.00	11,250.00	11,250.00	.00	78.6%
1510520 532100 CONFERENCE	1,298.99	1,000.00	1,000.00	1,150.00	1,150.00	.00	15.0%
1510520 534300 BINDING &	338.70	400.00	400.00	375.00	375.00	.00	-6.3%
1510520 571100 MILEAGE RE	896.29	900.00	900.00	925.00	925.00	.00	2.8%
1510520 573100 PROFESSION	495.00	475.00	475.00	500.00	500.00	.00	5.3%
TOTAL Board of Health - Purc	8,118.98	9,225.00	9,225.00	14,300.00	14,300.00	.00	55.0%
1510540 Board of Health - Materials &							
1510540 542000 OFFICE SUP	545.50	825.00	825.00	800.00	800.00	.00	-3.0%
1510540 542300 SPECIAL AG	-3.70	.00	.00	.00	.00	.00	.0%
1510540 542500 PRINTING &	178.75	275.00	275.00	300.00	300.00	.00	9.1%
1510540 550000 MEDICAL SU	479.83	485.00	485.00	485.00	485.00	.00	.0%
1510540 558100 CLOTHING	150.00	150.00	150.00	150.00	150.00	.00	.0%
TOTAL Board of Health - Mate	1,350.38	1,735.00	1,735.00	1,735.00	1,735.00	.00	.0%
1510580 Board of Health - Capital Outl							
1510580 585300 OFFICE EQU	125.00	125.00	125.00	125.00	125.00	.00	.0%
TOTAL Board of Health - Capi	125.00	125.00	125.00	125.00	125.00	.00	.0%
TOTAL BOARD OF HEALTH	166,118.21	178,272.00	178,272.00	274,496.00	274,496.00	.00	54.0%

## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: 541/Council on Aging

MISSION STATEMENT: (unchanged) – To identify the unique needs and interests of our senior citizens and implement programs that will enhance the quality of life, independence and physical and emotional well-being of a growing aging community.

### FY 2018/19 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: Provide valuable and salient information/input to officials and architectural/design firm regarding priorities for a new Senior Center stand-alone building facility. [Continuation of GOAL from 2017/18]

#### OBJECTIVES:

1. Pursue further opportunities to inform the community about the value and importance of Senior Center services, programs and participation. (JUL-DEC; ongoing)
2. Identify and relay information regarding unmet needs in the community because of lack of Senior Center facility and sufficient resources as a result. (JUL-DEC)
3. Incorporate suggestions of COA Board, senior volunteers and participants with own experience in program components to apply to design concepts. (JUL-OCT)
4. Utilize My Senior Center data to support trends in population demographics and use of Senior Center programs, activities and services. (JUL-DEC; ongoing)

GOAL 2: Develop branding and opportunities for conveying identity of COA in garnering support for Senior Center and Scituate senior population.

#### OBJECTIVES:

1. Initiate Logo development and use for print materials, engagement and on-line presence. (JUL-SEP; ongoing)
2. Increase use of electronic communication and social media to relay activities, senior testimonials and interaction with community of all ages. (ongoing)
3. Increase Outreach opportunities to make broader connections with seniors and families and community-at-large. (ongoing)
4. Promote age-friendly and dementia-friendly initiatives through Senior Center and connections with community partners. (JAN-JUN; JUL-DEC)

GOAL 3: Cultivate more volunteer interest and opportunities for assisting with Senior Center events and participation in community Outreach to broaden awareness and create worthwhile alternatives for civic engagement for individuals seeking to give time and effort within their community.

#### OBJECTIVES:

1. Work with Volunteer Coordinator/Senior Center staff to identify areas where volunteers could be placed, possibly increasing Senior Tax Work-off positions at the Senior Center. (JUL-SEP)
2. Offer pathways for volunteers to acquire new skills and deliver valuable services and support to seniors and staff. (SEP-OCT)
3. Encourage connection with students for volunteer opportunities to further enhance community connection and provide intergenerational benefits. (SEP-DEC; ongoing)

MAJOR BUDGET COMPONENTS

PERSONNEL		
Social Services Manager	Full time; split 40/60 with Health Department	<p>Since 2014/15 fiscal year has been an immense benefit to the Town. Her role has been to serve the frail and often mentally compromised older adults, as well as to provide the COA with her unique skills in counseling for challenging situations.</p> <p>As her role has become more diverse and she transitions to the Health Department for budget purposes, we need to reconfigure the COA Outreach position.</p>
Outreach Coordinator	Part-time 25-hour position; since November 2014	<p>A valuable asset and needed in a full time role if she is agreeable. Though not a licensed social worker, she provides much to the position and would be able to continue working with SSM in situations where additional provision of those services is required.</p> <p>We have had the need to increase her hours/role even with the SSM under the COA, but now need a full time access point for dealing with seniors and families in vulnerable situations, and for providing proactive outreach to seniors unable to take advantage of or unaware of services, supports and activities we offer.</p> <p>If that arrangement were not successful, then I would still advocate for additional hours in another part-time person with a social worker background/license to supplement work of the Outreach Coordinator.</p>
Activities/Volunteer Coordinator	<p>Part-time, 25-hour position since April 2015;</p> <p>This role originated and continues to be supported by the Formula Grant, but should be considered as a municipal position in the coming budget year(s).</p>	<p>Has learned and adapted to the many diverse requirements of the job. Both roles are essential to any senior center for building our participant base and connecting us with the community, including:</p> <ul style="list-style-type: none"> <li>- developing activities to meet the needs of our population;</li> <li>- building our volunteer base of early seniors as well as students and children interested in engaging with older adults;</li> <li>- cultivating community partnerships and organizations to increase our reach for engaging seniors.</li> </ul> <p>As a part-time staff person, it is difficult to sustain both roles, but Lisa has managed to identify the priorities and balance the needs of both.</p>

OFFICE OPERATIONS & COMMUNICATION	
Office/Cleaning Supplies; Equipment, Internet; Utilities	For staff use, aesthetics; Streamlining office functions; Supporting programming efforts at the Senior Center and remote sites; Building use/maintenance
Newsletter Mailing	Communicating/publicizing mission, programs, activities, services and events Costly; previously supported by budget and Formula Grant. Formula Grant funding reduced for this items: Printing – no charge; Mailing - \$; Postage - \$

## FY 2019 RISKS AND CHALLENGES

### Transportation:

This is an area where we provide a valuable service and support a wide-array of needs for seniors/disabled with our own transportation vehicles and drivers, as well as through the contracted service we use for out-of-town medical rides.

- A major challenge for our Transportation Coordinator is in situations where the need exists for an individual but we cannot accommodate them because they need to be able to travel independently to/from their destinations. Many clients need more assistance than our drivers can provide to them, such as escorting into and from appointments or accompanying them on shopping trips.
- Staff is also stretched by the volume of calls and scheduling responsibilities, and the addition of regular reporting to GATRA and complying with driver mandates, as well as regular vehicle maintenance.
- A new phone system, partially funded by municipal budget equipment line item and partially funded by COA Programs Revolving Account, will add some measure of relief and efficiency to the dispatch function.
- Other options are to have a senior tax work-off person provide phone and scheduling assistance and help with data input and reporting, though space and additional phone availability becomes another challenge.
- Recruiting of volunteer drivers could help with clients who are not independent and lack family support, but liability concerns have prevented us from relying on this option or actively seeking more volunteers.

### Use of Remote Sites:

Staff has been stretched in order to accommodate programming needs using remote sites and with limited space at the Senior Center.

- **Community Building** requires door opening by staff and locking by instructors or staff, as well as participation attendance reported. Though social benefits exist for the class members between themselves and instructor, remote sites don't provide opportunity for staff to welcome and know participants, with no welcome/wait area before activities and no social areas within the sites. Waiting for the winter requires they remain in cars until door is opened. Finding adequate space for classes (Zumba, Dance) not able to be placed at the Community Building or Senior Center has been difficult and we may need to curtail those classes should we not be able to use school gymnasiums or other space.

- **Jenkins School** gym is used for Pickleball and Badminton programs after school hours, but those are cancelled when the school is closed on holidays or used for school functions.
- **St. Mary's** is used for Tai Chi class and a support group, as well as for special events that they are very willing to accommodate and we are very appreciative of that. They have provided their space to us at no charge.
- **The Maritime Center** is used when possible, but we are mindful of difficulties around parking for seniors and getting into the building, as well as having support for set-up and breakdown of furniture and food provided when used for special events.

## DEPARTMENTAL ACCOMPLISHMENTS

- **Increased Attendance/Participation/Programs.** This year has been active for the Senior Center and shown a steady increase in participation due to some new activities and gained popularity of others:

Art classes – 2 per week;  
 Pickleball – 2 per week;  
 Balance 4Life exercise – 3 per week;  
 Expressive Writing  
 Mah Jongg  
 Local History classes  
 Yoga – 3 per week

These have all contributed to a significant upsurge in our numbers and for bringing new members into the center. We are grateful for our paid instructors as well as for several volunteers who make many of these classes and activities possible.

- With the use of our fully serviceable and permitted kitchen, we are able to offer periodic seasonal events that bring participants into the Senior Center (or outside of it) for some traditional occasions – Mother's Day, 4<sup>th</sup> of July celebration, a summer Lobster Luncheon.
- We produced a successful **Art show and Sale** (Community Bldg) and our annual **Health Fair** (St. Mary's).
- We offered 2 **Evidenced-based programs** – Health Eating and Matter of Balance, as well as our 3<sup>rd</sup> Aging Mastery Program.
- We implemented a new **Friendly Visitor Program** which combines the efforts of our Volunteer and Outreach Coordinators and the Social Service Manager in identifying seniors who would benefit from a weekly visitor in their home. This involved a great deal of policy development, training of volunteers and matching the individuals for the program.
- We were awarded 2 grants from the **Scituate Education Foundation** in their inaugural year—one provides funding for an intergenerational program combining the purchase of iPads for the Senior Center with training and extended support by high school student mentors from the extracurricular Interact Club. A second grant was awarded to provide intergenerational yoga fitness.
- A highlight this year was the use of **Cultural Council** funding and **River Club** donation of their venue and dinner for **200** attendees for our first Evening of Irish Music and Song for the St. Patrick's Day holiday on a Friday night. This was such an appreciated event which offered the community socialization that was intended in submitting to the cultural council and successfully provided the kind of opportunity that we wanted for our older adults, family members and friends for a nominal cost. Many thanks go out to the River Club owners for their generosity on our behalf and the cultural council for recognizing and supporting our efforts and objectives.

## Staff

The increase of 10 hours for our Admin Assistant to full time have been beneficial at all levels of staff functions, client interactions and daily support.

The transition back to the Community Building from St. Luke's while the library was displaced, has been challenging but also an improvement for our clients as they enjoy the open space for their exercise and yoga classes – we have 8 or more classes there each week. A staff person opens the building for participants and scans their keytags with our mobile scanner. This practice is helpful for us to have immediate data electronically and also to interact with our classes as we may not often see them. We were able to offer use of the library Community Room space for our Zumba dance exercise class during the summer which was very nice and worth the tradeoff of offering the class at no charge.

In addition, we accepted 2 regular **Senior Tax Work-off** placements as well as a partial third, which provided us with valuable assistance for projects, events and trip planning.

In addition to our traditional volunteer base of older adults and 'younger' seniors, we have increased the use of student volunteers during the summer and after school hours for their community service, as well as younger mothers able to devote some time to contributing at the Senior Center. Our relationship with the Interact Club at Scituate High School continues to be a valuable connection on a monthly basis for technical support and occasionally for needs or events, including delivering sand buckets to seniors for winter safety and an annual social gathering to interact with seniors. They are also providing the ongoing 1-on-1 support for the SEF Seniors Connect iPad project.

I have implemented a regular SCTV cable program, **Seniorities**, with Board chairperson JD Miller to address various topics of interest to older adults and the community. Segments have included staff from the Senior Center to describe and discuss their roles, and we have used the program as a forum to update and inform viewers of the work being done and events planned at the Senior Center, as well as partnerships and relevant information from other municipal departments.

## COA Board

This year reflected more development and involvement of COA Board and staff in the assessment and gathering of community input for selecting a site for a new senior center facility. The COA Board members have become a great asset to the Senior Center and are aware and able to advocate for our needs and see the advantages for the whole community. Tremendous efforts were made to consider the sites available through the Town and to provide input to the BOS and the community.

## Transportation

Ridership has been steady and service greatly appreciated by our client base. We have successfully worked with GATRA to integrate the new van and an additional driver this year. In addition to our regular local rides, we have increased the use of our vans and drivers for providing cultural field trips in the greater Boston area. We have also embarked on occasional larger-scale local trips using charter buses and connecting with other local Senior Centers to expand the ridership, which GATRA has subsidized. The use of a tour bus company has also provided some revenue back to the Senior Center for participation, which has been well-used.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
Executive Office of Elder Affairs FORMULA GRANT	\$ 36,831 @\$9	\$ 43,340 @\$10	\$ 42,040 @\$9.80	\$ 47,674 @\$11	*See Note below.
GATRA Budget	101,000	101,000	101,000	106,000	
SSES Title III MAP Grant	3,000	3,000	3,000	3,000	Regional award
Transportation Donations/Fees	4,164	4,347	2,714	4,500	
Gifts/Donations	4,682	3,546	5,512	4,000	
Program Fees/Revolving	21,218	27,638	14,905	28,000	
Other Grants:					
MCOA Programs –					
Aging Mastery Program	\$1,680		\$300		
Balance 4Life	\$1,500				
Live Your Life Well	\$ 125				
Scituate Cultural Council		\$400	\$500	\$400	**See below
Harvard Pilgrim Healthcare		\$1,050	\$500		***See below

\*The annual Formula Grant is based on the 2010 population census until 2020 when the census is re-taken and because of the well-documented increase to the older population that we serve, raising the Formula Grant per elder amount awarded to each town is a priority. The grant award has increased each year until this year, where it was reduced from the expected/level-funded \$10 per elder to \$9.80. The legislature has pledged it will make every effort to guarantee raising to \$11 per elder and then \$12 per elder by 2020.

\*\*Funds used for 1) Age of Love film showing; 2) Evening of Irish Music; 3) Community Drumming Circle (not yet awarded)

\*\*\*These funds were donated by private residents of Scituate through a grant provided by their employer HPHC.



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 Town of Scituate  
 NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0541 COUNCIL ON AGING							
1541510 Council on Aging - Personal Se							
1541510 511000 REGULAR SA	143,897.69	139,036.00	139,036.00	123,573.00	123,573.00	.00	-11.1%
1541510 513000 LONGEVITY	1,274.93	2,450.00	2,450.00	3,250.00	3,250.00	.00	32.7%
1541510 518000 PART-TIME	60,611.55	60,346.00	60,346.00	74,813.00	74,813.00	.00	24.0%
1541510 519100 OTHER SALA	31.65	1,477.00	1,477.00	1,664.00	1,664.00	.00	12.7%
TOTAL Council on Aging - Per	205,815.82	203,309.00	203,309.00	203,300.00	203,300.00	.00	.0%
1541520 Council on Aging - Purchase of							
1541520 521100 ELECTRICIT	3,152.58	3,000.00	3,000.00	3,500.00	3,500.00	.00	16.7%
1541520 521300 NATURAL GA	2,897.35	2,700.00	2,700.00	2,700.00	2,700.00	.00	.0%
1541520 524200 REPAIR/MAI	3,932.83	5,000.00	5,000.00	4,700.00	4,700.00	.00	-6.0%
1541520 527000 RENTALS &	383.89	1,100.00	1,100.00	960.00	960.00	.00	-12.7%
1541520 531100 SUPPORT SE	1,018.80	1,100.00	1,100.00	1,500.00	1,500.00	.00	36.4%
1541520 532100 CONFERENCE	40.00	200.00	200.00	400.00	400.00	.00	100.0%
1541520 534400 POSTAGE	.00	.00	.00	2,500.00	2,500.00	.00	.0%
1541520 571100 MILEAGE RE	433.02	650.00	650.00	800.00	800.00	.00	23.1%
TOTAL Council on Aging - Pur	11,858.47	13,750.00	13,750.00	17,060.00	17,060.00	.00	24.1%
1541540 Council on Aging - Materials &							
1541540 542000 OFFICE SUP	1,399.42	1,600.00	1,600.00	1,700.00	1,700.00	.00	6.3%
1541540 545100 CLEANING S	716.53	500.00	500.00	500.00	500.00	.00	.0%
TOTAL Council on Aging - Mat	2,115.95	2,100.00	2,100.00	2,200.00	2,200.00	.00	4.8%
1541580 Council on Aging - Capital Out							
1541580 585300 EQUIPMENT	.00	2,000.00	2,000.00	500.00	500.00	.00	-75.0%
TOTAL Council on Aging - Cap	.00	2,000.00	2,000.00	500.00	500.00	.00	-75.0%
TOTAL COUNCIL ON AGING	219,790.24	221,159.00	221,159.00	223,060.00	223,060.00	.00	.9%

**541 GATRA REVOLVING**

<b>Org</b>	<b>Object</b>	<b>Description</b>	<b>2017 Actual</b>	<b>2018 Budget</b>	<b>2018 Actual YTD</b>	<b>2019 Dept Request</b>	<b>2019 Town Admin</b>
21002195	470000	GATRA - Other Intergovernmental Revenue	\$85,637.00	\$100,000.00	\$41,762.00	\$101,000.00	\$101,000.00
21002195	510000	GATRA - Personal Services	\$26,435.50	\$35,100.00	\$11,505.50	\$35,802.00	\$35,802.00
21002195	524500	GATRA - Vehicle Services	\$1,364.09	\$1,000.00	\$1,564.10	\$2,500.00	\$2,500.00
21002195	527400	GATRA - Paratransit Ride	\$25,144.00	\$22,000.00	\$15,301.00	\$32,500.00	\$32,500.00
21002195	548100	GATRA - Fuels & Lubricants	\$4,472.57	\$3,700.00	\$2,209.34	\$5,000.00	\$5,000.00
21002195	570000	GATRA - Other Charges	\$173.91				
						\$25,198.00	\$25,198.00
TOTAL	Revenue		\$85,637.00	\$100,000.00	\$41,762.00	\$101,000.00	\$101,000.00
TOTAL	Expenditures		\$57,590.07	\$61,800.00	\$30,579.94	\$75,802.00	\$75,802.00

TOWN OF SCITUATE  
FY 2019 BUDGET

DEPARTMENT: Veteran Services Department (543)

MISSION STATEMENT:

The Scituate Veteran Services Department provides services to eligible veterans and their dependents in need and connects them to the services and benefits for which they are eligible. The department's goal is to deliver accurate, courteous, and timely service.

FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

GOAL#1:

Establish a sound inclement weather policy for the Town's Memorial Day Parade/Ceremony.

OBJECTIVES:

1. Review participant's list to ensure all addresses, home phones, and cell phone numbers are up to date. (Jul)
2. Confirm an inclement weather indoor facility. I.e. SHS gym, G.A.R. Hall. (Oct-Jan)
3. Set up a social media announcement policy. I.e. Facebook, Twitter, Town Website. (Feb-Jun)

GOAL#2:

Coordinate and use the relationships available between SCTV and the Veteran Services Department to produce Public Service Announcements on a variety of eligible benefit topics.

OBJECTIVES:

1. Review the current PSA's and compile a list on new topics. (Jul-Sep)
2. Develop and produce new PSA's for release on SCTV. (Oct-Jan)
3. Evaluate how these PSA's are working and to what extent they are working. (Ongoing)

GOAL#3

Evaluate and review the new State Department of Veteran Services MassHealth client list for Scituate and check that the Town's Veterans listed on that list are eligible for 108 CMR Chapter 115 benefits.

OBJECTIVES:

1. Insure that the Town's Veterans on the list are eligible by vetting them through Military Records Branch. (Jul-Sep)
2. Confirm all that are vetted are contacted. (Oct-Jan)
3. Monitor and insure that all the vetted Veterans receive eligible benefits. (Feb-Jun)

## MAJOR BUDGET COMPONENTS:

The Veteran Services Department's budget is primarily for providing monetary assistance to the Town's veterans, widows of veterans, and their family. This assistance is to meet qualifying needs for food, clothing, shelter, health insurance, and other essential items. Funds may also be used for assisting veterans with fuel allowance when heat is not included in their rent. These benefits fall under the Commonwealth of Massachusetts 108 CMR Chapter 115 and are listed under Subsistence support and total \$120,750 or 59.06% of the budget. These funds are reimbursed back to the Town at a 75% rate from the State. The budget includes a 12.5-hour per week Administrative Assistant and a 35-hour per week full time Veterans' Service Officer as mandated by State compliance laws. This falls under Personnel Services and total \$78,241 or 38.27% of the budget. The department also attends two Annual Conferences, one in the summer and the second in the winter. 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 and Town's Memorials on Memorial Day. This is listed under Care of Veterans Graves and total \$2,600 or 1.28% of the budget. The flagging of the Town's veteran's graves and Memorials are reimbursed at 75% rate from the State.

## FY 2019 RISKS AND CHALLENGES:

The FY19 Budget request for the Veteran Services Department are based on present and future analysis which will fulfill the accomplishments and challenges in providing health care and benefits to Veterans and their eligible dependents in accordance with this Department's mission as provided by President Lincoln: "To care for him who shall have borne the battle, and for his widow and his orphan." This Department has and will see increases in Mental Health issues such as depression, anxiety, Post-Traumatic Stress Disorder (PTSD), psychosis, substance abuse, and suicide along with the challenges of increase medical cost. This Department has been very resourceful when seeking out other alternative resources for these services. The added increases in property taxes, water taxes, food cost, and heating will once again challenge this department going forward. The initiative to wipe out homeless for the Veteran population in Massachusetts will be a role for this office going forward with the VASH program in coordination with 108 CMR Chapter 115. The need to expand the current Cudworth Veterans Cemetery for burial plots has been addressed and was submitted as part of the Capital Planning process. As with past years, the global war on terrorism uncertainties continue to make future forecasting still a challenge.

## DEPARTMENTAL ACCOMPLISHMENTS:

- This Department continues to have great success with the Fully Developed Claim process for our Town's Veterans. To this date all FDC's that were submitted in FY17 were awarded a disability rating decision.
- The Veteran Services Department has successfully established a process to make registering in the VA Healthcare system a click away by setting up a link on the Department's web page.
- The Department's ongoing training has been highly efficient. New staff members are up to speed on the Town and State systems.

- The Department has completed the Annual Statewide Massachusetts Department of Veteran Services training, and both the Massachusetts Veterans Service Officers Association's winter and summer training conferences.
- The Department has increased the burial plot capacity at Cudworth's Veterans Cemetery by constructing a new Cremains Garden. Future site expansion is already in the approval phase.

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0543 VETERANS							
1543510 Veterans - Personal Services							
1543510 511000 REGULAR SA	57,589.69	60,795.00	60,795.00	63,317.00	63,317.00	.00	4.1%
1543510 513000 LONGEVITY	800.00	800.00	800.00	800.00	800.00	.00	.0%
1543510 518000 PART-TIME	8,955.48	13,260.00	13,260.00	13,983.00	13,983.00	.00	5.5%
1543510 519100 OTHER SALA	.00	127.00	127.00	141.00	141.00	.00	11.0%
TOTAL Veterans - Personal Se	67,345.17	74,982.00	74,982.00	78,241.00	78,241.00	.00	4.3%
1543520 Veterans - Purchase of Service							
1543520 532100 CONFERENCE	969.70	1,250.00	1,250.00	1,250.00	1,250.00	.00	.0%
1543520 538500 CARE OF VE	1,785.89	2,600.00	2,600.00	2,600.00	2,600.00	.00	.0%
1543520 571100 MILEAGE RE	161.54	300.00	300.00	300.00	300.00	.00	.0%
1543520 573100 PROFESSION	50.00	50.00	50.00	50.00	50.00	.00	.0%
1543520 578100 SUBSIST/IN	99,200.93	117,750.00	117,750.00	120,750.00	120,750.00	.00	2.5%
TOTAL Veterans - Purchase of	102,168.06	121,950.00	121,950.00	124,950.00	124,950.00	.00	2.5%
1543540 Veterans - Materials & Supplie							
1543540 542000 OFFICE SUP	.00	325.00	325.00	325.00	325.00	.00	.0%
1543540 542300 SPECIAL AG	885.00	925.00	925.00	925.00	925.00	.00	.0%
TOTAL Veterans - Materials &	885.00	1,250.00	1,250.00	1,250.00	1,250.00	.00	.0%
TOTAL VETERANS	170,398.23	198,182.00	198,182.00	204,441.00	204,441.00	.00	3.2%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: COMMISSION ON DISABILITIES**

**MISSION STATEMENT:**

We are a Commission, all appointed by the Board of Selectmen, who volunteer our time and skills to serve the Town of Scituate and the needs of Individuals with Disabilities.

We provide information, resources and referrals regarding the Americans with Disabilities Act (ADA) as well as other federal and state regulations related to Individuals with Disabilities. We provide information and referral in critical areas such as:

- Housing,
- Employment,
- Education,
- Transportation,
- Voting,
- Communication,
- Health Services,
- Public Accommodations, and
- Access to programs, services and facilities that are available.

**MAJOR BUDGET COMPONENTS**

Training	20%
Support Services	20%
Meetings/Events	20%
Mileage (Ride Support)	40%

**DEPARTMENTAL ACCOMPLISHMENTS**

This year the Commission on Disabilities purchased art supplies for the students of the Scituate High School iExcel program and the residents of the First Parish Road-to-Responsibility home to produce artwork for the Massachusetts Department on Disabilities *2017 Call for Art* juried art show. (March 2017)

We hosted the first Scituate Accessibility Awareness Event on November 4, 2017. We invited 26+ local providers and resources to exhibit their accessible services and information available to Scituate residents. Guests included the Scituate Fire and Police Departments, Town Health Services, Massachusetts State Agencies, and other public health groups. A copy of the flier is attached.

The CoD drafted the New Functional Needs Assessment for the First Responders, at Chief Murphy's request. The Chief was able to roll this out at the Accessibility Awareness Event. The Assessment is now available online and at the Scituate Council on Aging.

The CoD wrote a letter in support of the Conservation Commission's West End Park Proposal. (October-November 2017).

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0549 COMMISSION ON DISABILITIES							
1549520 Disability Comm - Purchase of							
1549520 524500 VEHICLE SE	.00	900.00	900.00	.00	.00	.00	-100.0%
1549520 530800 TRAINING	624.40	2,000.00	2,000.00	500.00	1,000.00	.00	-75.0%
1549520 531100 SUP SVCS	.00	.00	.00	1,500.00	1,000.00	.00	.0%
1549520 532100 CONFERENCE	937.16	1,000.00	1,000.00	1,000.00	1,000.00	.00	.0%
1549520 571100 MILEAGE	.00	800.00	800.00	2,000.00	2,000.00	.00	150.0%
TOTAL Disability Comm - Purc	1,561.56	4,700.00	4,700.00	5,000.00	5,000.00	.00	6.4%
1549540 Disability Comm - Materials &							
1549540 542000 OFFICE SUP	.00	300.00	300.00	.00	.00	.00	-100.0%
TOTAL Disability Comm - Mate	.00	300.00	300.00	.00	.00	.00	-100.0%
TOTAL COMMISSION ON DISABILI	1,561.56	5,000.00	5,000.00	5,000.00	5,000.00	.00	.0%



## TOWN OF SCITUATE

### FY 2019 BUDGET DEPARTMENT: FACTS – Substance Abuse Coordinator & Program

MISSION STATEMENT: The Mission of the Scituate FACTS Coalition (Families, Adolescents and Communities Together Against Substances) is to reduce underage drinking, marijuana and prescription drug misuse among youth in Scituate.

### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The current FACTS program operates at \$125,000 per year. If federal funding expires after September 29, 2018, we propose a scaled back but still comprehensive program. Travel, training, and overtime for police officer patrols have been removed from the program and budget plan, and materials/contracts have been reduced. Since much of the infrastructure has been built, and programs field-tested, we believe we can sustain the same data gains with the following budget support from the Town of Scituate—supplemented by modest community fundraising for special events.

### MAJOR BUDGET COMPONENTS

#### **Salaries: \$61,776.00 Full Year – FY2019 Request (75%)**

Continue FACTS Program Coordinator (Annmarie Galvin) and Project Manager (Barbara Quinlan). Proposed salary includes moderate increase from current year, also a reduction in Coordinator's overall hours and pay by 20%, since the overall FACTS program will be scaled back.

#### **Benefits: \$16,500 Full Year (Estimate) - FY2019 Request (75%)**

Only one employee (Annmarie Galvin) takes advantage of the health insurance benefit. The full year estimate of \$16,500 considers a reduction in other benefits related to salary (slightly reduced for Annmarie r). We should figure out an exact number.

**Contracts: \$22,846.00 Full Year - FY2019 Request \$7,150 per ability to prepay some contracts during current grant year (including the Interface Referral Service and Caron in-school groups – two critical programs that will require full funding in FY2020).**

\$500 is included for reprinting of Coalition materials including resource brochures and project materials that are not provided through the state. \$1,000 will cover the expert speakers that we contract with for community education events. In November 2017 we piloted a more condensed one-day program for which we believe we can garner significant small business support in order to continue (thereby not requesting full speaker fee contract amount). \$4,000 will pay for professional workshop facilitators for 8 (4 week) Guiding Good Choices prevention workshops, a key program. \$250 will cover the annual fee for the Survey Monkey tool through which we collect critical health behavior data from students ages 12-18. \$1,350 will pay for new website platform

monthly hosting fee for 9 months. \$200 for ongoing training for staff or key stakeholders.

**Supplies: \$1,000.00 Full Year - FY2019 Request \$750.**

\$1,000 will pay for replenishable supplies needed to run programming – FACTS T-shirts, office supplies, markers, flip chart paper. Most small-equipment needs have been acquired throughout the first five years of the grant.

Please note: we did not include toner for our color laser printer in this estimate, since it was noted that those costs were to be centralized with the Town of Scituate. FACTS has a substantial annual cost for color toner, since most of our small run materials are produced in-house.

**Travel: \$80.00 Full Year - FY2019 Request \$60.**

\$60 for reimbursement and/or parking for occasional distance travel to Boston or Worcester speaking engagements.

## **FY 2019 RISKS AND CHALLENGES**

Several activities that were previously covered by federal grant funding will be discontinued under the FY2019 proposal. The greatest impact will be on training and overtime support for the Scituate Police Department. The single biggest strategic loss will be our inability to ensure overtime pay for underage drinking beach patrols during the summer months. Ideally, this visible enforcement strategy will continue to be funded by the Scituate Police Department (\$5,000-\$8,000 per year), but there is a risk of not having this underage drinking prevention strategy covered. We expect that the previous investments in training (such as DRE certification) will mitigate the need for additional funds in the near future. In general, the collaborative working relationship that Scituate FACTS enjoys with the Scituate Police Department should otherwise continue to be very productive.

The FACTS Coalition will continue to seek other grant funding sources to continue our current staff and programs.

## **DEPARTMENTAL ACCOMPLISHMENTS**

The FACTS department continues to make a significant impact in the community. During the 2018 fiscal year, we:

- Created a new Substance Misuse Prevention Policy for SPS District
- Provided funds for underage drinking beach and boat patrols
- Provided funds for two SPD police officers to attend Drug Recognition Expert training and certification
- Provided alcohol retailer training for Scituate package stores, and surrounding communities
- Hosted a weekend Prevention Conference for more than 150 adult community members, with a variety of expert presenters, including Dr. Kevin Hill, Dr. Jason Tracy, Chief Stewart
- Facilitated four 4-part Guiding Good Choices workshops
- Printed new local resource materials – including Treatment resource guide and Curriculum overview
- Supported substance free social activities for SHS students

- Provided training for regional stakeholders, including school counselors, board of health, police, fire, and community based partners – New Marijuana, Youth Mental Health, Teen Brain
- Provided free, confidential Narcan trainings – 4 community events
- Worked with SPD and South Shore Peer Recovery to assist residents to enter treatment for substance use disorder
- Continued to grow participation in weekly Family Education and Support Meeting in collaboration with a treatment provider at the Scituate Council on Aging; 30 people weekly
- Offered in-school support groups for children impacted by a loved one’s substance use in Gates and SHS
- Offered in-school support group for SHS students dealing with problematic substance use
- Provided behavioral health match service to all residents of Scituate (Interface helpline)
- Published regular newsletter, social media posts, articles for *The Scituate Mariner*, *Patriot Ledger* and *The Boston Globe*
- Partnered with local peer support organization to expand education and free recovery supports
- Partnered with South Shore Hospital and Plymouth County Police Chiefs to improve intervention after non-fatal opioid overdose across the country
- Supported the implementation of new school based screening (SBIRT) for 8<sup>th</sup> and 10<sup>th</sup> grade students, as part of Gov. Baker bill

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0561      FACT							
1561510   FACTS PERSONAL SVCS							
1561510   518000           PT SAL	.00	.00	.00	.00	53,097.00	.00	.0%
TOTAL FACTS PERSONAL SVCS	.00	.00	.00	.00	53,097.00	.00	.0%
1561520   FACTS PURCHASE OF SVCS							
1561520   530900           TECH SVCS	.00	.00	.00	.00	9,550.00	.00	.0%
1561520   571100           MILEAGE	.00	.00	.00	.00	60.00	.00	.0%
TOTAL FACTS PURCHASE OF SVCS	.00	.00	.00	.00	9,610.00	.00	.0%
1561540   FACTS MATERIALS&SUPPLIES							
1561540   540000           MAT & SUPP	.00	.00	.00	.00	2,150.00	.00	.0%
TOTAL FACTS MATERIALS&SUPPLI	.00	.00	.00	.00	2,150.00	.00	.0%
TOTAL FACT	.00	.00	.00	.00	64,857.00	.00	.0%

## TOWN OF SCITUATE

**FY 2019 BUDGET**

**DEPARTMENT: LIBRARY**

### **MISSION STATEMENT:**

To provide a free, accessible library where acquisitions, programs, and services are patron driven and to implement service delivery practices to ensure that every patron interaction is positive and efficient

### **FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**I. Library will finalize and submit a Strategic Plan based on feedback from staff, community surveys, and the input of a Community Planning Committee and its meetings in FY18.** Five-year Strategic Plans are required by the Massachusetts Board of Library Commissioners in order to receive state grant funding (both LSTA and Public Library Construction). [July 1-Oct 1, 2018]

- a. Write a Strategic Plan based on information from the 12/13/2017 Staff Development Day; online, written, and in-person survey data; and meetings of the Community Planning Committee in the spring of 2018.
- b. Submit the draft plan for review by the Town Administrator and Board of Library Trustees and prepare for final submission to the Massachusetts Board of Library Commissioners (due October 1, 2018).
- c. Begin to implement the Goals and Objectives of the Strategic Plan as determined by the town.

### **II. Evaluate self check-out stations.**

- a. A team of library management and circulation staff will begin to research a variety of self-check options. This will require vendor meetings and demos, visits to other libraries, and research into both cost and implementation issues. [November 2018-June 30, 2019]
- b. Depending on the cost of the software/equipment and its availability through vendors on the MHEC or Statewide Bid List, an RFP may be written to solicit quotes for the implementation of self-check in the library. [April 2018]
- c. Staff committee and Library Trustees will examine bids and/or quotes received and determine a vendor. [May-June 2018]
- d. Library staff will begin to plan for implementation, which will include an initial time of staff training followed by a pilot roll-out in the Children's Room. Actual implementation will likely carry into FY2020. [June 2018-November 2019]

**III. The library will plan to host its first ever Maker Fair.** A Maker Fair is an event that explores all types of “making”, from STEM-related activities to arts and crafts to cooking and gardening. The Fair would incorporate numerous community and regional groups who would showcase their talents, skills, and tips with library users. The goal would be to have 30-50 participant groups scattered throughout the library, hosting stations where users would either learn about and see the “maker” in action (for example, seeing a 3D printer being used), try out “making” for themselves (for example, learning to plant a seed of a native plant and taking it home for your garden), or try samples of “made” things (for example, samples of local honey, samples of food made by local chefs, etc.). The library will seek funding from a variety of sources, including business sponsors. [September 2018-June 2019]

- a. Explore partnerships as well as funding options to lay the groundwork for planning for a budget and scale. [November 2018-January 2019]
- b. Form a committee of select participating organizations as well as funding agencies, library staff, members of the Library Board of Trustees, Library Foundation, and Friends of the Library to plan for the event. [January 2019]
- c. Solicit participants from a variety of local and regional community organizations, businesses, and non-profits as well as create an application process for those who wish to host a booth. Create a marketing strategy for the event, create a social media presence, etc. [January-April 2019]
- d. Hold the event on a day that will solicit the best response. [April or May 2019]
- e. Evaluate the success of the event using surveys, attendance, and observation as measurable outcomes. [May-June 2019]

## **MAJOR BUDGET COMPONENTS**

### **Salaries and Benefits**

- Direct service to the public at four busy service points (Front Desk, Research Desk, Teen Desk, and Children’s Desk) as well as support services (Library Administration and Technical Services)

### **Materials, OCLN Membership, Supplies, etc.,**

- Library network membership fee as well as all materials and supplies

### **Building Management**

- Utilities
- Emergency Repairs
- Maintenance Contracts
- Cleaning Supplies

## **FY 2018 RISKS AND CHALLENGES**

The library has much to celebrate this year, but those same causes for celebration are also the drivers of our biggest challenges. Namely, the increase in usage and the expanded facility present some issues that must be monitored and addressed.

These include staffing challenges. The library did not seek new positions for the expanded facility. The Library Director suggests that while it may not be necessary to hire additional staff at this time, the library would greatly benefit from hiring a small pool of substitute library staff and the expanded utilization of volunteers to assist in work where possible. A substitute pool is used in a vast majority of libraries to help at times of need. The library is very fortunate to have a staff that is always willing to lend a hand in those times of need, but it does have an effect on the services the library can provide when one staff member is pulled away from regular responsibilities to cover for another. Substitute library staff often come with a background in libraries and are very experienced, so need little training in order to take on their roles. The library will also seek to utilize volunteers—especially those in the abatement program—to take on some of the small but important work that can be easily done by someone coming in for a couple of hours a week.

Secondly, the care and maintenance of the new facility is critical. Many of the issues related to the original Branch Street building can be attributed to a lack of maintenance and care, and it is a high priority of both the library and facilities that this building not fall into that same pattern. With the addition of a Facilities Manager and the close and careful attention of their staff as well as library management, there is reason to feel that this building will be maintained in a way to sustain its beauty and functionality for many years to come. Unfortunately, with increased use and maintenance comes increased cost, as can be seen in this budget request. While the library will make every effort where possible to save on costs, it is expected that some increases will be necessary in order to maintain this building.

## **DEPARTMENTAL ACCOMPLISHMENTS**

This has been a transformational year at the library. Library staff, along with many town departments, boards, and committees, planned every detail of the library move and reopening for years. The work that went into planning for the new building cannot be underestimated, and it truly “took a village” to make it all happen. Space allocation, collection planning, signage, furniture selection, selection of technology, integration of storage and Jericho road collections, workflow, and the many other miscellaneous details of the move and reopening were meticulously planned. Great care was taken with every detail of the process, and it is the library’s hope that this care shows through in every aspect of the new building. The reception to the new space has been nothing short of overwhelming. From the first day of opening through today the library still has visitors coming in and exclaiming over the beauty of the building and the organization of the space. The library is fortunate to be supported by the town and that support shows now more than ever as the library reaches many new patrons through its enhanced facility. It is our hope that this facility will serve the town in countless ways through the years. This fiscal year the library will begin to undertake strategic planning (as required by the Massachusetts Board of Library Commissioners) and this process will allow the town to help drive the direction of the library’s plans and activities into how we can best serve the community.

- **Statistics for Branch Street from opening to present (mid-June to November 2017)**
- 55,638 visits\*
- Circulation of physical items to Scituate patrons: 104,165 items
- Circulation of physical items to other OCLN libraries: 6,300 items
- Electronic Circulation: 15,190 check-outs

- Database usage: 3,045 sessions
- Meeting room usage: 292 uses
- Study room usage: 949 uses
- Computer usage: 3,477 sessions

\*The library's "People Counter" has experienced several reporting issues since install, and does not accurately reflect all library visits.

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DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
State Aid	19,144.50	18,135.85	19,000 (projected)	19,000 (projected)	
Friends of the Library	9,260	7,030	8,000 (to date)	17,000 (projected)	
Gifts	2,418.94	4,228.95	2,404 (to date)	unknown	
Trust Funds	0	0	0	unknown	
Library Foundation	500	0	0	*	
Lost Books	2,099.31	1,970.81	1,363.95	unknown	

\*All Foundation funds are going directly to the Town to offset the tax burden of the Library construction project-- \$1,000,000 has been contributed to the Town to date so far, with a total of \$1.5 million raised in pledges and cash overall. The Foundation's goal is \$2 million, and they will work until 2019 to raise those funds.



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0610 LIBRARY							
1610510 Library - Personal Services							
1610510 511000 REGULAR SA	492,645.86	528,319.00	528,319.00	555,711.00	547,667.00	.00	5.2%
1610510 512000 Overtime	.00	.00	.00	.00	.00	.00	.0%
1610510 513000 LONGEVITY	9,575.00	12,150.00	12,150.00	12,150.00	12,150.00	.00	.0%
1610510 517200 SICK LEAVE	1,500.00	2,000.00	2,000.00	2,000.00	2,000.00	.00	.0%
1610510 518000 PART-TIME	148,720.79	228,443.00	228,443.00	235,348.00	218,318.00	.00	3.0%
1610510 519100 OTHER SALA	2,912.88	7,606.00	7,606.00	7,951.00	7,835.00	.00	4.5%
TOTAL Library - Personal Ser	655,354.53	778,518.00	778,518.00	813,160.00	787,970.00	.00	4.4%
1610520 Library - Purchase of Services							
1610520 521100 ELECTRICIT	5,522.53	37,000.00	37,000.00	44,000.00	44,000.00	.00	18.9%
1610520 521300 NATURAL GA	2,951.67	13,000.00	13,000.00	15,000.00	15,000.00	.00	15.4%
1610520 524100 OFFICE MAC	522.05	675.00	675.00	9,200.00	5,100.00	.00	1263.0%
1610520 524200 REPAIR/MAI	4,535.75	11,500.00	11,500.00	6,500.00	6,500.00	.00	-43.5%
1610520 532100 CONFERENCE	70.00	500.00	500.00	750.00	750.00	.00	50.0%
1610520 534300 BINDING &	199.81	200.00	200.00	350.00	350.00	.00	75.0%
1610520 534400 POSTAGE	4.96	500.00	500.00	500.00	500.00	.00	.0%
1610520 538200 CUSTODIAL	.00	1,500.00	1,500.00	1,500.00	1,500.00	.00	.0%
1610520 571100 MILEAGE RE	921.27	620.00	620.00	500.00	500.00	.00	-19.4%
1610520 573100 PROFESSION	600.00	800.00	800.00	808.00	808.00	.00	1.0%
1610520 573200 OCLN DUES	33,345.00	34,674.00	34,674.00	35,714.00	35,714.00	.00	3.0%
1610520 573300 OTHER SUBS	9,104.83	10,000.00	10,000.00	15,000.00	12,000.00	.00	50.0%
TOTAL Library - Purchase of	57,777.87	110,969.00	110,969.00	129,822.00	122,722.00	.00	17.0%
1610540 Library - Materials & Supplies							
1610540 542000 OFFICE SUP	305.25	500.00	500.00	500.00	500.00	.00	.0%
1610540 542300 SPECIAL AG	125,242.57	108,000.00	108,000.00	118,000.00	118,000.00	.00	9.3%
1610540 542500 PRINTING &	4,736.47	3,600.00	3,600.00	500.00	500.00	.00	-86.1%
1610540 545100 CLEANING S	1,564.29	3,000.00	3,000.00	3,500.00	3,500.00	.00	16.7%
1610540 558000 OTHER SUPP	3,601.42	2,500.00	2,500.00	2,500.00	2,500.00	.00	.0%
TOTAL Library - Materials &	135,450.00	117,600.00	117,600.00	125,000.00	125,000.00	.00	6.3%
1610580 Library - Capital Outlay							
1610580 585100 EQUIPMENT	2,685.92	2,000.00	2,000.00	500.00	500.00	.00	-75.0%
TOTAL Library - Capital Outl	2,685.92	2,000.00	2,000.00	500.00	500.00	.00	-75.0%
TOTAL LIBRARY	851,268.32	1,009,087.00	1,009,087.00	1,068,482.00	1,036,192.00	.00	5.9%

## TOWN OF SCITUATE

**FY 2019 BUDGET**

**DEPARTMENT: LIBRARY**

### **MISSION STATEMENT:**

To provide a free, accessible library where acquisitions, programs, and services are patron driven and to implement service delivery practices to ensure that every patron interaction is positive and efficient

### **FY 2018 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**I. Library will finalize and submit a Strategic Plan based on feedback from staff, community surveys, and the input of a Community Planning Committee and its meetings in FY18.** Five-year Strategic Plans are required by the Massachusetts Board of Library Commissioners in order to receive state grant funding (both LSTA and Public Library Construction). [July 1-Oct 1, 2018]

- a. Write a Strategic Plan based on information from the 12/13/2017 Staff Development Day; online, written, and in-person survey data; and meetings of the Community Planning Committee in the spring of 2018.
- b. Submit the draft plan for review by the Town Administrator and Board of Library Trustees and prepare for final submission to the Massachusetts Board of Library Commissioners (due October 1, 2018).
- c. Begin to implement the Goals and Objectives of the Strategic Plan as determined by the town.

### **II. Evaluate self check-out stations.**

- a. A team of library management and circulation staff will begin to research a variety of self-check options. This will require vendor meetings and demos, visits to other libraries, and research into both cost and implementation issues. [November 2018-June 30, 2019]
- b. Depending on the cost of the software/equipment and its availability through vendors on the MHEC or Statewide Bid List, an RFP may be written to solicit quotes for the implementation of self-check in the library. [April 2018]
- c. Staff committee and Library Trustees will examine bids and/or quotes received and determine a vendor. [May-June 2018]
- d. Library staff will begin to plan for implementation, which will include an initial time of staff training followed by a pilot roll-out in the Children's Room. Actual implementation will likely carry into FY2020. [June 2018-November 2019]

**III. The library will plan to host its first ever Maker Fair.** A Maker Fair is an event that explores all types of “making”, from STEM-related activities to arts and crafts to cooking and gardening. The Fair would incorporate numerous community and regional groups who would showcase their talents, skills, and tips with library users. The goal would be to have 30-50 participant groups scattered throughout the library, hosting stations where users would either learn about and see the “maker” in action (for example, seeing a 3D printer being used), try out “making” for themselves (for example, learning to plant a seed of a native plant and taking it home for your garden), or try samples of “made” things (for example, samples of local honey, samples of food made by local chefs, etc.). The library will seek funding from a variety of sources, including business sponsors. [September 2018-June 2019]

- a. Explore partnerships as well as funding options to lay the groundwork for planning for a budget and scale. [November 2018-January 2019]
- b. Form a committee of select participating organizations as well as funding agencies, library staff, members of the Library Board of Trustees, Library Foundation, and Friends of the Library to plan for the event. [January 2019]
- c. Solicit participants from a variety of local and regional community organizations, businesses, and non-profits as well as create an application process for those who wish to host a booth. Create a marketing strategy for the event, create a social media presence, etc. [January-April 2019]
- d. Hold the event on a day that will solicit the best response. [April or May 2019]
- e. Evaluate the success of the event using surveys, attendance, and observation as measurable outcomes. [May-June 2019]

## **MAJOR BUDGET COMPONENTS**

### **Salaries and Benefits**

- Direct service to the public at four busy service points (Front Desk, Research Desk, Teen Desk, and Children’s Desk) as well as support services (Library Administration and Technical Services)

### **Materials, OCLN Membership, Supplies, etc.,**

- Library network membership fee as well as all materials and supplies

### **Building Management**

- Utilities
- Emergency Repairs
- Maintenance Contracts
- Cleaning Supplies

## **FY 2018 RISKS AND CHALLENGES**

The library has much to celebrate this year, but those same causes for celebration are also the drivers of our biggest challenges. Namely, the increase in usage and the expanded facility present some issues that must be monitored and addressed.

These include staffing challenges. The library did not seek new positions for the expanded facility. The Library Director suggests that while it may not be necessary to hire additional staff at this time, the library would greatly benefit from hiring a small pool of substitute library staff and the expanded utilization of volunteers to assist in work where possible. A substitute pool is used in a vast majority of libraries to help at times of need. The library is very fortunate to have a staff that is always willing to lend a hand in those times of need, but it does have an effect on the services the library can provide when one staff member is pulled away from regular responsibilities to cover for another. Substitute library staff often come with a background in libraries and are very experienced, so need little training in order to take on their roles. The library will also seek to utilize volunteers—especially those in the abatement program—to take on some of the small but important work that can be easily done by someone coming in for a couple of hours a week.

Secondly, the care and maintenance of the new facility is critical. Many of the issues related to the original Branch Street building can be attributed to a lack of maintenance and care, and it is a high priority of both the library and facilities that this building not fall into that same pattern. With the addition of a Facilities Manager and the close and careful attention of their staff as well as library management, there is reason to feel that this building will be maintained in a way to sustain its beauty and functionality for many years to come. Unfortunately, with increased use and maintenance comes increased cost, as can be seen in this budget request. While the library will make every effort where possible to save on costs, it is expected that some increases will be necessary in order to maintain this building.

## **DEPARTMENTAL ACCOMPLISHMENTS**

This has been a transformational year at the library. Library staff, along with many town departments, boards, and committees, planned every detail of the library move and reopening for years. The work that went into planning for the new building cannot be underestimated, and it truly “took a village” to make it all happen. Space allocation, collection planning, signage, furniture selection, selection of technology, integration of storage and Jericho road collections, workflow, and the many other miscellaneous details of the move and reopening were meticulously planned. Great care was taken with every detail of the process, and it is the library’s hope that this care shows through in every aspect of the new building. The reception to the new space has been nothing short of overwhelming. From the first day of opening through today the library still has visitors coming in and exclaiming over the beauty of the building and the organization of the space. The library is fortunate to be supported by the town and that support shows now more than ever as the library reaches many new patrons through its enhanced facility. It is our hope that this facility will serve the town in countless ways through the years. This fiscal year the library will begin to undertake strategic planning (as required by the Massachusetts Board of Library Commissioners) and this process will allow the town to help drive the direction of the library’s plans and activities into how we can best serve the community.

- **Statistics for Branch Street from opening to present (mid-June to November 2017)**
- 55,638 visits\*
- Circulation of physical items to Scituate patrons: 104,165 items
- Circulation of physical items to other OCLN libraries: 6,300 items
- Electronic Circulation: 15,190 check-outs

- Database usage: 3,045 sessions
- Meeting room usage: 292 uses
- Study room usage: 949 uses
- Computer usage: 3,477 sessions

\*The library's "People Counter" has experienced several reporting issues since install, and does not accurately reflect all library visits.

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DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
State Aid	19,144.50	18,135.85	19,000 (projected)	19,000 (projected)	
Friends of the Library	9,260	7,030	8,000 (to date)	17,000 (projected)	
Gifts	2,418.94	4,228.95	2,404 (to date)	unknown	
Trust Funds	0	0	0	unknown	
Library Foundation	500	0	0	*	
Lost Books	2,099.31	1,970.81	1,363.95	unknown	

\*All Foundation funds are going directly to the Town to offset the tax burden of the Library construction project-- \$1,000,000 has been contributed to the Town to date so far, with a total of \$1.5 million raised in pledges and cash overall. The Foundation's goal is \$2 million, and they will work until 2019 to raise those funds.

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0610 LIBRARY							
1610510 Library - Personal Services							
1610510 511000 REGULAR SA	492,645.86	528,319.00	528,319.00	555,711.00	547,667.00	.00	5.2%
1610510 512000 Overtime	.00	.00	.00	.00	.00	.00	.0%
1610510 513000 LONGEVITY	9,575.00	12,150.00	12,150.00	12,150.00	12,150.00	.00	.0%
1610510 517200 SICK LEAVE	1,500.00	2,000.00	2,000.00	2,000.00	2,000.00	.00	.0%
1610510 518000 PART-TIME	148,720.79	228,443.00	228,443.00	235,348.00	218,318.00	.00	3.0%
1610510 519100 OTHER SALA	2,912.88	7,606.00	7,606.00	7,951.00	7,835.00	.00	4.5%
TOTAL Library - Personal Ser	655,354.53	778,518.00	778,518.00	813,160.00	787,970.00	.00	4.4%
1610520 Library - Purchase of Services							
1610520 521100 ELECTRICIT	5,522.53	37,000.00	37,000.00	44,000.00	44,000.00	.00	18.9%
1610520 521300 NATURAL GA	2,951.67	13,000.00	13,000.00	15,000.00	15,000.00	.00	15.4%
1610520 524100 OFFICE MAC	522.05	675.00	675.00	9,200.00	5,100.00	.00	1263.0%
1610520 524200 REPAIR/MAI	4,535.75	11,500.00	11,500.00	6,500.00	6,500.00	.00	-43.5%
1610520 532100 CONFERENCE	70.00	500.00	500.00	750.00	750.00	.00	50.0%
1610520 534300 BINDING &	199.81	200.00	200.00	350.00	350.00	.00	75.0%
1610520 534400 POSTAGE	4.96	500.00	500.00	500.00	500.00	.00	.0%
1610520 538200 CUSTODIAL	.00	1,500.00	1,500.00	1,500.00	1,500.00	.00	.0%
1610520 571100 MILEAGE RE	921.27	620.00	620.00	500.00	500.00	.00	-19.4%
1610520 573100 PROFESSION	600.00	800.00	800.00	808.00	808.00	.00	1.0%
1610520 573200 OCLN DUES	33,345.00	34,674.00	34,674.00	35,714.00	35,714.00	.00	3.0%
1610520 573300 OTHER SUBS	9,104.83	10,000.00	10,000.00	15,000.00	12,000.00	.00	50.0%
TOTAL Library - Purchase of	57,777.87	110,969.00	110,969.00	129,822.00	122,722.00	.00	17.0%
1610540 Library - Materials & Supplies							
1610540 542000 OFFICE SUP	305.25	500.00	500.00	500.00	500.00	.00	.0%
1610540 542300 SPECIAL AG	125,242.57	108,000.00	108,000.00	118,000.00	118,000.00	.00	9.3%
1610540 542500 PRINTING &	4,736.47	3,600.00	3,600.00	500.00	500.00	.00	-86.1%
1610540 545100 CLEANING S	1,564.29	3,000.00	3,000.00	3,500.00	3,500.00	.00	16.7%
1610540 558000 OTHER SUPP	3,601.42	2,500.00	2,500.00	2,500.00	2,500.00	.00	.0%
TOTAL Library - Materials &	135,450.00	117,600.00	117,600.00	125,000.00	125,000.00	.00	6.3%
1610580 Library - Capital Outlay							
1610580 585100 EQUIPMENT	2,685.92	2,000.00	2,000.00	500.00	500.00	.00	-75.0%
TOTAL Library - Capital Outl	2,685.92	2,000.00	2,000.00	500.00	500.00	.00	-75.0%
TOTAL LIBRARY	851,268.32	1,009,087.00	1,009,087.00	1,068,482.00	1,036,192.00	.00	5.9%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: RECREATION**

**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 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

**GOAL ONE:** Develop new program ideas and marketing techniques to expand our audience, while enhancing current programming.

1. Work with School Department to survey high school students to see what programs interest them. Assess what days, dates and times work best for a program geared to high school students.(Spring 18)
2. Create a more customer friendly Extended Day registration process and readjust the times of our Summer Extended Day program to accommodate for later working parents. (Summer 18)
3. Expand our Adult sailing offerings and readjust times of sailing programs to open up opportunities for working clientele. (Summer 18)
4. Collaborate with SCTV to enhance program development and to help generate interest.(Fall 18)

**GOAL TWO:** Create and input a revised field/facility fee layout.

1. Research surrounding towns to gain familiarity with their fee structures. (Winter 19)
2. Establish an organized fee format to match the field/ facility maintenance.(Fall 19)
3. Inform field/facility users of the new change. (Winter 19)

**GOAL THREE:** Occupy, establish and secure Old Gates building for public use.

1. Hire part-time supervisors during weeknights and weekend day/nights.(Fall 18)
2. Move in without disruption of our current programming.(Winter, Spring and Summer 18)
3. Upgrade/revamp facility rooms, gymnasium, and bathrooms.(Spring, Summer and Fall 18)
4. Continue the relationship that the outside youth groups and school department had with the gymnasium.(Fall 18 and Winter 19)
5. Construct a Gymnasium/Facility schedule that creates opportunities for Scituate user groups to utilize the building. (Fall 18, Winter 19 and Spring 19)

## **MAJOR BUDGET COMPONENTS**

### **The Recreation budget 630:**

This account provides two full time employees Director, Assistant Director and a part-time Clerk as well as minimal office supplies.

Totaling \$157,627.00

### **Beach Sticker Revolving Account budget:**

This account is used for lifeguard payroll, supplies, equipment and cost associated with the Scituate Beaches. Various Departments use the funds generated from this account.

Totaling \$252,281.85

### **Recreation Revolving Account budget:**

The Recreation Revolving Account revolved \$474,318.86 this year. After staff payroll and expenses the account ends the year with a small amount of revenue.

Totaling \$8,197.12

Included in the Recreation Revolving Account,

**Field Account:** the payroll of the Field Coordinator, field studies, maintenance/sanitizing Turf

Total: \$ 20,482.43



## FY 2019 RISKS AND CHALLENGES

Moving the department into the Old Gates Building this year will be our most significant challenge. This is our second time moving the department in two years. Our main challenge is to make sure this building is safe and secure for the public and youth groups, as well as making sure our winter programming is uninterrupted during the moving process.

Each year we face the task of permitting the fields, tennis courts, outdoor basketball courts, and Morrill Bandstand. There is a continued need for field space in this Town. The town and youth sports have continued to grow over the years but our field space has not. Our limited field space does not currently meet the needs of field users. We continue to explore our options within the Town. Also at this time, the Recreation Department is conducting two separate field studies.

Keeping contemporary with programing: to stay competitive with other private and public departments/organizations based out of Scituate and other surrounding areas.

Lifeguard staffing at the end of the summer always seems to be a concern. Many of the lifeguards leave for school by the middle of August and it leaves us with a limited amount of guards for the last weeks of summer. We continue to recognize this as a challenge every year.

The Community Turf/Track Field is in need of complete restoration which includes both the track and turf. An engineering study is being done on the location to determine exactly what needs to be done, in order to request funding.

The CPC projects are always requiring full attention. Whether it is a playground, field, basketball court, skate park, etc. The Department always has to be prepared to handle any issues. The two most recently completed CPC projects are the North Scituate playground and the Central North Field.

To adopt a lockdown procedure and emergency action plan for the Old Gates building to ensure the safety of the public and the department. We plan to work closely with the police and fire departments.

## DEPARTMENTAL ACCOMPLISHMENTS

- **Relocation** to the Old Gates building as Recreation Facility. The gym floor has been refurbished with newly installed Pickleball lines.
- The department successfully reprogrammed back in Scituate Harbor Community Building.
- Started an **Adult Pickleball program**. This is one of the fastest growing sports in the United States.
- The **North Scituate Playground** has been installed and completed. It was introduced with a Ribbon Cutting Ceremony at the Fall for Scituate on Oct. 22, 2017. The Playground is open from dawn till dusk and since the opening it has been heavily enjoyed by the public.
- **Central Field North project** has been completed. The field was completely redone which included the infield and dugouts. This is great news for all ages of the softball community
- Our drama program '**The Short Fuse Theatre Project**' has sold out every season. It has become a staple within the department. We have partnered up with the Historical Society to be able to use GAR Hall for the dress rehearsals and final performances. Also, partnered with SCTV for the filming and showing of the Short Fuse Theatre Project.
- Our summer program hours were altered to improve the camp experience. We implemented an '**Extended Day Option**' which included additional/optional morning and afternoon hours for working parents or for those simply looking to extend their children's hours at camp. We're looking to build off a successful first year.
- **The Volunteer/CIT director positioned was created**. This person's main responsibility is to oversee ALL volunteers in all of summer programs.
- We take great pride in our **lifeguard training**. Our guards have been professionally trained now for over 10 years. This has been instrumental to the success of the Scituate Lifeguards and keeping our beaches safe.
- Worked with the CORSE Foundation to add a **2nd week of Maritime Adventures**. This is one of our most popular summer programs and an opportunity for children of all needs and abilities to enjoy a great week or two out on the water.
- Started and successfully ran a new **Adult Mercury Sailing program**. We're looking to expand on this for next year. Once you have completed the course, you have earned the opportunity to captain a vessel (donated by a Scituate family) on your own or with a partner.
- Purchased a **new fleet of 420 boats** for the sailing program. The new boats were heavily used for and that will continue every summer for years and years to come.

- **Reestablished our Adult Fitness Boot Camp program.** This program was missed by our customers and is now running successfully every season.
  
- **Converted our spin program to an Unlimited Spin program.** Customers pay one very affordable price for the whole season and can spin in as many classes as they want to throughout the 12-14 week period.
  
- Our Mr. C's Community Spirit award** this year went to Chris Roberts who spent many years on the recreation commission and serving the community.
  
- Our **continued partnership with the CORSE Foundation.** (Community of Resources for Special Education).
  
- The department is very fortunate to have the staff we do and also the continued support of the Scituate Community. We are committed to continue to meet the recreational needs of the residents of Scituate.

**FIELD REVOLVING ACCOUNT BUDGET FY17**

**Turf Field**

Opening Balance		\$	9,476.00
Revenue			
	Mass Elite	+	2,000.00
Expenses			
	cleaning, disinfecting, rubber fill	-	3,700.00
Closing Balance		\$	<u>7,776.00</u>

**Other Fields**

Opening Balance		\$	31,173.43
Revenue			
	Scituate Youth Sports	+	2,895.00
	Men's		
	softball	+	850.00
	Scituate Soccer Club	+	9,400.00
	Scituate Little League	+	2,730.00
	Legion Baseball	+	180.00
	Scituate Youth Lacrosse	+	2,410.00
	Scituate Youth Football	+	1,340.00
	Men's Baseball	+	180.00
	Flag		
	Football	+	3,055.00
Expenses			
	Field Coordinator	-	10,241.00
Closing Balance		\$	<u>44,272.43</u>

**Program Revolving Account Budget FY19**

**Open Balance** \$ 7,063.38

**Revenue**

Total Regular Income \$ 474,318.86  
Scholarships \$ 3,005.00  
Refunds and Credits \$ 48,250.00  
Total Income \$ 423,063.86

**Expenses for programs** \$ 335,521.58

Total after expenses \$ 87,542.28

**Office Supplies un-related  
to programs supported by  
the Revolving Account**

Copier Supplies and  
Maintenance \$ 1,971.49  
Laptop for office \$ 913.98  
Office supplies above  
budgeted amount \$ 690.69  
  
Office payroll not  
associated w/ programs \$ 35,556.96  
Total \$ 39,133.12

**Projected for the  
Department**

Capital: Chase boat \$ 26,000.00  
Minimum wage \$ 14,200.00  
  
Total \$ 40,200.00

**Total Additional Expense supported by Revolving** \$ 79,333.12

Net Revenue form Programs \$ 87,542.28  
Additional expenses unrelated to  
programs \$ 79,333.12  
  
Total \$ 8,209.16

## BEACH REVOLVING ACCOUNT

### FY19 BUDGET DETAILS

Environmental testing – level funded with a very minimal increase.

Clothing – a small dip in prices and only ordering exact amounts needed with not extras.

Equipment – this line is dedicated to seaweed removal

Lifeguard Supplies – an increase due to replacing radios that are broken, fins for ocean search, back stabilizing board straps and clips. Other lifeguard equipment needs replacement due to the age of the gear.

Overtime-trash pickup – level funded from last year.

Parking lot improvements – not approved.

Portable Sanitation – level funded from last year.

Printing and Postage – small increase.

Seasonal salaries – slight dip from last season

Storage Services – substantial decrease due to the elimination of guarding Sandhills Beach.

Support Services – this line is dedicated to trash bags used at the beaches, no increase

Training – increase due to the Aquatics and Lifeguard Safety company fee increase and also CPR training requirements renewals each season.

Parking Enforcement – level funded from last year.

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0630 RECREATION							
<hr/>							
1630510 Recreation - Personal Services							
1630510 511000 REGULAR SA	121,256.44	127,089.00	127,089.00	134,206.00	134,206.00	.00	5.6%
1630510 513000 LONGEVITY	1,100.00	1,100.00	1,100.00	1,100.00	1,100.00	.00	.0%
1630510 518000 PART-TIME	14,322.39	18,593.00	18,593.00	19,605.00	19,605.00	.00	5.4%
1630510 519100 OTHER SALA	755.95	972.00	972.00	1,021.00	1,021.00	.00	5.0%
TOTAL Recreation - Personal	137,434.78	147,754.00	147,754.00	155,932.00	155,932.00	.00	5.5%
<hr/>							
1630520 Recreation - Purchase of Servi							
1630520 532100 CONFERENCE	590.00	595.00	595.00	595.00	595.00	.00	.0%
1630520 571100 MILEAGE RE	99.97	100.00	100.00	200.00	200.00	.00	100.0%
1630520 573100 PROFESSION	.00	250.00	250.00	250.00	250.00	.00	.0%
TOTAL Recreation - Purchase	689.97	945.00	945.00	1,045.00	1,045.00	.00	10.6%
<hr/>							
1630540 Recreation - Materials & Suppl							
1630540 542000 OFFICE SUP	149.62	150.00	150.00	150.00	150.00	.00	.0%
1630540 545100 CLEANING S	100.00	.00	.00	.00	.00	.00	.0%
TOTAL Recreation - Materials	249.62	150.00	150.00	150.00	150.00	.00	.0%
<hr/>							
1630580 Recreation - Capital Outlay							
1630580 585100 EQUIPMENT	.00	500.00	500.00	500.00	500.00	.00	.0%
TOTAL Recreation - Capital O	.00	500.00	500.00	500.00	500.00	.00	.0%
TOTAL RECREATION	138,374.37	149,349.00	149,349.00	157,627.00	157,627.00	.00	5.5%

**Beach Sticker Revolving Fund Analysis  
FY 11-19**

Description	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Actual FY 2017	BUDGET FY 2018	Actual FY 2018 YTD	BUDGET FY 2019 <i>Estimated</i>
Opening Fund Balance	\$ 65,965.00	\$ 119,892.77	\$ 219,696.79	\$ 271,734.91	\$ 343,746.87	\$ 325,546.33	\$ 332,107.70	\$ 414,870.35	\$ 414,870.35	\$ 400,649.35
<b>(+) Beach Sticker Sales (A)</b>	<b>\$ 244,858.81</b>	<b>\$ 290,630.00</b>	<b>\$ 242,789.96</b>	<b>\$ 254,190.00</b>	<b>\$ 251,310.00</b>	<b>\$ 282,865.00</b>	<b>\$ 277,563.00</b>	<b>\$ 240,000.00</b>	<b>* \$ 20,745.00</b>	<b>\$ 240,000.00</b>
(-) Personal Services	\$ 114,016.09									
(-) Seasonal Salaries		\$ 111,689.46	\$ 111,242.96	\$ 101,350.75	\$ 102,529.46	\$ 156,579.46	\$ 144,164.24	\$ 164,300.00	\$ 107,205.76	\$ 164,300.00
(-) Parking Enforcement		\$ 6,165.00	\$ 4,588.13	\$ 5,811.75	\$ 2,189.63	\$ 12,526.88	\$ 4,631.77	\$ 12,500.00	\$ 11,245.50	\$ 7,500.00
(-) Training*					\$ 3,000.00	\$ 3,000.00	\$ 3,150.00	\$ 3,500.00		\$ 4,066.00
(-) Overtime-Trash Pick-up		\$ 13,717.81	\$ 12,626.93	\$ 12,832.75	\$ 16,189.69	\$ 15,972.80	\$ 12,108.30	\$ 17,000.00	\$ 16,847.13	\$ 17,000.00
(-) Support Services		\$ 4,640.00	\$ 5,570.40	\$ 7,415.77	\$ 20,513.92	\$ 5,169.73	\$ 1,997.35	\$ 10,525.00		\$ 10,525.00
(-) Technical Services*						\$ -	\$ 3,854.75		\$ 3,952.00	
(-) Environmental Testing*					\$ 805.00	\$ 3,792.85	\$ 2,150.00	\$ 3,500.00	\$ 2,630.00	\$ 3,510.00
(-) Portable Sanitation*					\$ 6,665.57	\$ 9,127.07	\$ 5,877.00	\$ 11,000.00	\$ 7,034.58	\$ 11,000.00
(-) Storage Services*					\$ 782.64	\$ 1,871.00	\$ 1,560.00	\$ 2,000.00	\$ 2,124.00	\$ 1,424.00
(-) Postage & Printing		\$ 1,265.00	\$ 608.02	\$ 2,010.25	\$ 1,995.59	\$ 2,296.18	\$ 2,841.43	\$ 2,160.00		\$ 2,200.00
(-) Lifeguard Supplies		\$ 2,068.89	\$ 2,475.97	\$ (184.20)	\$ 4,387.17	\$ 4,187.22	\$ 2,520.30	\$ 3,906.00	\$ 134.00	\$ 6,431.85
(-) Clothing		\$ 2,920.55	\$ 2,730.14	\$ 4,085.35	\$ 3,605.48	\$ 1,026.00	\$ 4,100.50	\$ 3,830.00		\$ 3,425.00
(-) Other Charges*	\$ 37,474.79	\$ 7,256.89	\$ 7,938.28	\$ 1,950.00	\$ -	\$ 12,355.44	\$ 74.84		\$ 760.39	
(-) Mileage Reimbursement		\$ 758.40	\$ 470.00	\$ 348.00	\$ 787.30	\$ -	\$ -			
(-) Prior Year Encumbrances		\$ 24,691.63	\$ 27,981.79			\$ -				
(-) Equipment		\$ 14,137.35	\$ 6,526.98	\$ 288.12	\$ 3,552.63	\$ 1,671.40	\$ 5,769.87	\$ 20,000.00	\$ 1,955.00	\$ 20,000.00
(-) Parking Lot Improvements		\$ 1,515.00	\$ 7,992.24	\$ 46,269.50	\$ 102,506.46	\$ 46,727.60	\$ -			\$ 273,560.00
<b>Total Expenses (B)</b>	<b>\$ 151,490.88</b>	<b>\$ 190,825.98</b>	<b>\$ 190,751.84</b>	<b>\$ 182,178.04</b>	<b>\$ 269,510.54</b>	<b>\$ 276,303.63</b>	<b>\$ 194,800.35</b>	<b>\$ 254,221.00</b>	<b>\$ 153,888.36</b>	<b>\$ 524,941.85</b>
(-) Encumbrances	\$ 39,440.16	\$ -	\$ -	\$ -						
<b>Closing Fund Balance</b>	<b>\$ 119,892.77</b>	<b>\$ 219,696.79</b>	<b>\$ 271,734.91</b>	<b>\$ 343,746.87</b>	<b>\$ 325,546.33</b>	<b>\$ 332,107.70</b>	<b>\$ 414,870.35</b>	<b>\$ 400,649.35</b>	<i>Estimated</i> <b>\$ 115,707.50</b>	<i>Estimated</i> <b>\$ 115,707.50</b>
Revenue Over Expenses (A - B)	\$ 53,927.77	\$ 99,804.02	\$ 52,038.12	\$ 72,011.96	\$ (18,200.54)	\$ 6,561.37	\$ 82,762.65			
Cumulative Surplus (Deficit)	\$ 53,927.77	\$ 153,731.79	\$ 205,769.91	\$ 277,781.87	\$ 259,581.33	\$ 266,142.70	\$ 348,905.35			

\*Stickers sold  
in spring



## TOWN OF SCITUATE

**FY 2019 BUDGET**

**DEPARTMENT: BEAUTIFICATION 650**

### **MISSION STATEMENT:**

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

### **FY 2019 GOALS AND OBJECTIVES WITH KEY RESULT AREAS:**

In addition to funding Ship Shape Day, and maintaining Scituate's railroad crossing and street islands, the Commissioners have adopted the following goals:

1. Improve appearance and longevity of railroad crossing island plantings:
  - a. Improve growing conditions in islands for better tolerance of their harsh growing conditions and more prolific blooms.
    - i. Conduct soil sampling of all railroad crossing islands (March, 2018)
    - ii. Use compost instead of mulch.
  - b. Split or replace poorly performing plants on a rotating basis.
  - c. Add task to regular monthly maintenance: One-time pruning of perennials in railroad crossing islands in July to promote re-bloom. (Contract to begin July, 2018)
2. Limit island maintenance costs.
  - a. Advertise for competitive bids for railroad crossing island and street island maintenance. (Issue RFQ March, 2018)
3. Continue to fund Adopt-a-Lot and Merchants' plant purchase programs while anticipating 10% increase in plant costs.
4. Undertake new projects in accordance with our mission:
  - a. Renovate Adopt-a-Lot #9 - Elephant Fountain (June, 2018)
  - b. Enhance appearance of North Scituate - 3A gateway:
    - i. Create shrub garden at flagpole. (June, 2018)
  - c. Enhance appearance of Town Hall Main Entrance: (May, 2018)
    - i. Work with Buildings and Grounds to clean up perimeter planter.
    - ii. Establish regimen with Building and Grounds for weed and invasive plant removal and pruning in front bed.

### **MAJOR BUDGET COMPONENTS**

The Beautification Commission requests \$ 23, 650, which is a 10% increase over our FY 2018 budget to meet anticipated increases in our maintenance contract and plant costs.

- 45% - Purchase of plants and materials
- 51% - Contract Labor

## **FY 2019 RISKS AND CHALLENGES:**

We are dependent on volunteers for planting and maintenance of Adopt-a-Lots.

- It is a constant challenge to attract volunteers.
- If their circumstances change and they can no longer volunteer their time, we will need to pay for interim maintenance until a replacement volunteer is located.

Climate change and resulting weather patterns will affect our herbaceous material in ways we can't always predict.

- Adapting plants, soil and pest management so that we continue to have great looking gardens is a continuing challenge.
- As the sea level rises and storms worsen, flooding may increasingly impact some of our Adopt-a-Lot locations, resulting in replacement costs.

Our labor costs can be highly variable.

- Loss of volunteers or extreme weather conditions can result in higher labor costs.

Cost of our Merchant Flowers Program is unpredictable.

- Every business in the Harbor, North Scituate and Greenbush is offered a \$50 voucher that can be used at a local greenhouse for flowers. Out of more than 200 vouchers, 71 were used in 2017, but potentially all could be used.

## **ACCOMPLISHMENTS**

- \*Planted spring crocus bulbs in the High School entrance island at Rt. 3A.
- \*Decorated the planter at the Town Hall main entrance for the holidays.
- \*Purchased Plant Magic for Adopt-a-Lots.
- \*Added 2 new Caretakers.
- \*Replaced 50 perennials in railroad crossing islands.
- \*Completed renovation of Harbormaster's Adopt-a-Lot, begun last year.
- \*Completed restoration of Brookside plantings.
- \*Celebrated 50th anniversary of Ship Shape Day with poster contests in elementary and high schools and prizes, wristbands, balloons, and a visit from an ice cream truck.
- \*Opened communication with elementary school students about littering and recycling.
- \*Increased merchant participation in our Merchant Flowers Program by 2 to 71 merchants.

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0650 BEAUTIFICATION							
1650540 Beautification - Materials & S							
1650540 546200 LANDSCAPIN	19,788.00	21,500.00	21,500.00	23,650.00	22,650.00	.00	10.0%
TOTAL Beautification - Mater	19,788.00	21,500.00	21,500.00	23,650.00	22,650.00	.00	10.0%
TOTAL BEAUTIFICATION	19,788.00	21,500.00	21,500.00	23,650.00	22,650.00	.00	10.0%

## **TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: Historical Buildings**

### **MISSION STATEMENT:**

A municipality is judged in good part by how well its historical properties are maintained. Scituate has seven town-owned historical structures: Cudworth House (1797), Scituate Lighthouse (1811), Mann Farmhouse (1825), Massachusetts Humane Boathouse (1896), 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 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

The Scituate Historical Society oversees the operation and maintenance needs of the seven town-owned historical properties.

At the request of the Scituate Historical Society, the 1968 Annual Town Meeting gave custody and administration of Scituate Lighthouse to the Society. The Town also gave custody and administration of the Lawson Gates to the Society at the 1972 Town Meeting. The Society was also given administration to the Cudworth House. 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 acts on the town's behalf overseeing the other town-owned historical sites.

Our goal continues to ensure that all town-owned sites are well maintained and can be enjoyed by and open to 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 2017 we requested \$6,000.00 for repairs. For FY 2019 we are requesting \$10,000 for routine maintenance and repairs. Many of the repairs needed in FY 2019 are not eligible for CPA funding.

For many years Scituate Historical Society members have provided oversight for town owned historical buildings. Each year the time commitment has increased. Members respond to alarm activation, oversee repair projects, write bid requests, track expenditures, coordinate inspections, and arrange and supervise field trips to town owned historical sites. We know that what we are requesting doesn't come close to the amount of time spent, but we are willing to accept a modest amount of compensation. The amount of the request for FY 2019 is \$3,800.00.

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 Lawson Gates on Branch Street, and the Massachusetts Humane Boathouse.

## **FY 2019 RISKS AND CHALLENGES**

If there is not adequate funding to maintain the town's historic properties, small problems will escalate to major problems. When that happens repair cost quickly escalate.

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 good news is that the most recent inspection of the bells found them to be in good condition.

Scituate Lighthouse: The Lighthouse Rental Account should be able to handle ordinary repairs required there. The balance in the rental account as of November 10, 2017 is \$52,223.09. A Community Preservation Project has been funded to address needed work on the Lantern Room of the Lighthouse.

Mann House: The balance in the Mann House Rental Account as of November 10, 2017 is \$8,820.41. There are adequate funds in the Mann House Rental account to handle common repairs there.

Cudworth House: Several repairs are anticipated at the Cudworth House in FY 2019. Work needed include repairs to windows repairs to the foundation, repair of powder post beetle damage, repainting of exterior trim, and repainting of interior room walls. The exact cost is not known, but will exceed \$5,000.

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 Lawson Gates on Branch Street, and the Massachusetts Humane Boathouse.

## **DEPARTMENTAL ACCOMPLISHMENTS**

Thousands of guests visit all of the historic sites in all seasons and each year the number of visitors increases. Each spring all Scituate grade three students visit several of our historical sites. In addition, we often have surrounding schools visit our sites as well as Cub Scout, Boy Scout, Girl Scout, and adult groups visit our sites.

The Scituate Historical Society celebrated our 100<sup>th</sup> anniversary in 2017. Planning for the event extended over the past year. The highlight of the celebration took place on Sunday, July 23. A new major exhibit on Thomas Lawson's Dreamwold opened at the Little Red Schoolhouse and Lawson Tower was open to the public. The Society held a trolley tour around the former Dreamwold estate. The event was a tremendous success.

CPA funds were approved at the 2017 Annual Town Meeting for preservation of important town documents and that work is underway.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
	\$13,000	\$13,744	\$13,744	\$18,000	





# THE SCITUATE HISTORICAL SOCIETY

KATHLEEN LAIDLAW HISTORICAL CENTER

P.O. Box 276

SCITUATE, MA 02066

781-545-1083

November 15, 2017

Mr. Al Bangert Acting Town Administrator and Ms. Nancy Holt, Town Accountant  
Scituate Town Hall  
600 Chief Justice Cushing Highway  
Scituate, MA 02066

Dear Mr. Bangert and Ms. Holt,

Attached is our budget request for fiscal year 2019 for Historical Buildings line #691.

Included again this year in the budget is compensation for oversight services. We have kept close track of oversight time spent so far in FY 2018. The FY 2018 request was based on four hours per week. It is clear that the actual time spent will be approximately 4.50 hours per week with a rate of pay of \$16.00/hour so we have increased the budget request to \$3,800 for FY 2019.

One other concern we have is the Maintenance of Buildings line. As of November 9, 2017 the Lighthouse Rental Account balance is \$52,223.09 and the Mann House Rental Account balance is \$8,820.41. Those accounts should be adequate to cover repairs and maintenance costs at those buildings. However, there is no income stream from the Cudworth House, Massachusetts Humane Society Boathouse, Lawson Tower, and the Lawson Gates.

Anticipated repairs for FY 2019 include several projects at the Cudworth House that will exceed \$5,000 and Lawson Tower repairs that may reach \$4,000. Also one of the known costs at Lawson Tower is the annual inspection and maintenance of the bell system. For FY 2018 that cost is \$850 and it will likely be more in FY 2019.

A breakdown of the budget request is as follows:

Electricity	\$1,500.00
Natural gas	\$ 900.00
Telephone for alarm systems	\$1,800.00
Maintenance of buildings	\$10,000.00
Scituate Historical Society compensation for oversight services	\$3,800.00
<b>Total request:</b>	<b>\$18,000</b>

Sincerely,

David Ball, President Scituate Historical Society

01/08/2018 11:50  
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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0691 HISTORICAL BUILDINGS							
1691520 Historical - Purchase of Servi							
1691520 521100 ELECTRICIT	1,274.82	1,500.00	1,500.00	1,500.00	1,500.00	.00	.0%
1691520 521300 NATURAL GA	314.07	900.00	900.00	900.00	900.00	.00	.0%
1691520 524200 REPAIR/MAI	10,714.02	9,544.00	9,544.00	15,600.00	13,194.00	.00	63.5%
1691520 534100 TELEPHONE	273.43	1,800.00	1,800.00	.00	300.00	.00	-100.0%
TOTAL Historical - Purchase	12,576.34	13,744.00	13,744.00	18,000.00	15,894.00	.00	31.0%
TOTAL HISTORICAL BUILDINGS	12,576.34	13,744.00	13,744.00	18,000.00	15,894.00	.00	31.0%

## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: #720 Debt

#### 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 station, water, and waterways). This includes the various short-term and long-term debt plan options for existing, and proposed borrowings, (e.g. bond anticipated notes (BANS); general obligation bonds; Massachusetts Clean Water Trust (formerly 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 counsel on implement borrowing for departments in compliance with Massachusetts General Law with the assistance of the Town Clerk, Board of Selectmen, Town Administrator, and the Finance Director/Town Accountant to fulfill requirements of that role properly.

#### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

##### Goal 1:

Continue to collaborate with the Town's financial advisor to obtain best borrowing rates for the Town.

##### Goal 2:

Provide timely funding needed by town departments for debt projects and maintain sufficient cash flow.

##### Goal 3:

Maintain the Town's positive bond rating and outlook.

#### MAJOR BUDGET COMPONENTS

For FY19, the total existing debt-excluded and tax-supported debt is \$7,492,749 while the total revenue supported Enterprise Fund debt is \$4,396,184.

##### General Fund Debt Includes:

- Tax-Supported Non-Exempt Debt of \$1,201,375 (principal and interest)
- Tax-Supported Exempt Debt of \$5,886,987 (principal and interest)
- Projected Tax-Supported Debt of \$366,952 (principal and interest)
- Projected Tax-Supported Exempt Debt of \$32,435 (principal and interest)
- Post Compliance Arbitrage Analysis \$5,000

##### Five Enterprise Fund Debt Budgets: (found within department budget submitted as follows)

- Sewer \$2,206,737 (incl. \$53,241 in Projected Debt)
- Water \$1,787,172 (incl. \$230,963 in Projected Debt)
- Transfer Station \$16,350
- Waterways \$385,925 (incl. \$19,861 in Projected Debt)
- Widows Walk \$-0-

## FY 2019 RISKS AND CHALLENGES

The debt plan is a comprehensive summary of existing debt service as well as debt service projections for future borrowing. When reviewing the future borrowing needs, the Town plans to take advantage of the decline in debt service costs over the next several years before issuing additional long term debt. Increases in this line item will 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. It is a challenging task to foresee the proper timing of borrowing throughout the fiscal years based on multiple conversations with relevant department heads, construction cash flows, project permitting approvals, proper weather conditions, additional grant sources, IRS arbitrage spending benchmarks and the costs of issuing such debt. The town will continue to strive to consolidate future capital projects into larger, less frequent bond issues in order to save on issuance costs. The amortization schedule for each project is constrained by Massachusetts General Laws as the borrowing cannot exceed the useful life of each capital project. It is the Town's intention to issue BANs (short term financing) for new projects until the existing debt service Payments have declined so that the overall debt service impact on taxpayers remains constant or level.

There is a bond anticipation note (BAN) that will mature in February 2018, at that time the Town will be issuing another BAN.

## DEPARTMENTAL ACCOMPLISHMENTS

The Town continues to be able to borrow at very low interest rates and maintain a strong financial performance. Despite difficult economic times, the Town's has continues to have a bond rating of AA+ bond rating with Standard and Poor's.

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0720 DEBT							
1720590 Debt - Debt Service							
1720590 591000 PRINCIPAL	4,421,980.45	4,239,910.00	4,239,910.00	4,392,080.00	4,392,080.00	.00	3.6%
1720590 591500 INTEREST O	3,246,304.99	3,079,611.00	3,079,611.00	2,928,282.00	2,928,282.00	.00	-4.9%
1720590 592000 OTHER DEBT	2,585.00	5,000.00	5,000.00	5,000.00	5,000.00	.00	.0%
1720590 592500 INTEREST O	35,155.56	264,610.00	264,610.00	167,387.00	167,387.00	.00	-36.7%
TOTAL Debt - Debt Service	7,706,026.00	7,589,131.00	7,589,131.00	7,492,749.00	7,492,749.00	.00	-1.3%
TOTAL DEBT	7,706,026.00	7,589,131.00	7,589,131.00	7,492,749.00	7,492,749.00	.00	-1.3%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: #910 Non-Contributory Pension**

**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 is only one remaining individual receiving the pension benefit.

**MAJOR BUDGET COMPONENTS**

The COLA base for FY19 is \$14,000 for retirees with a 3% increase.

Town of Scituate  
 Non-Contributory Pensions  
 3% COLA effective July 1, 2014 (FY15)  
 (Limited to first \$14,000 as of FY17)  
**FY 19 Salary**

	Monthly	Annually	Increase	New Annual	New Monthly
G J Patterson	2,288.32	27,459.84	420.00	<b>27,879.84</b>	<b>2,323.32</b>
<b>Totals</b>	<b>2,288.32</b>	<b>27,459.84</b>	<b>420.00</b>	<b>27,879.84</b>	<b>2,323.32</b>

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0910 NON-CONTRIBUTORY PENSIONS							
1910512 Non Contributory Pensions							
1910512 517900 NON-CONTRI	27,039.84	27,460.00	27,460.00	27,880.00	27,880.00	.00	1.5%
TOTAL Non Contributory Pensi	27,039.84	27,460.00	27,460.00	27,880.00	27,880.00	.00	1.5%
TOTAL NON-CONTRIBUTORY PENSI	27,039.84	27,460.00	27,460.00	27,880.00	27,880.00	.00	1.5%



## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: #911 Plymouth County Retirement

#### MISSION STATEMENT:

This fund pays for the retirement benefits of current Town and School retirees, and contributes to the unfunded liability of the Retirement System.

#### MAJOR BUDGET COMPONENTS

Plymouth County Retirement (PCR) bills the Town annually for its share of its fiscal year appropriation.

Employees of all member units of the Plymouth County Retirement Association who are employed for a minimum of 20 hours per week and earn a minimum of \$5,000 per year must become members of the retirement association. Scituate's assessment has increased 4.4% over the FY18 assessment.

FY15 marks the first year the revised mortality tables were reflected in each community's rate. 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 FY19, the savings to the Town equals \$91,005.

The FY17, FY18, and FY19 Assessments were expected to increase by 8%. The unrecognized gains for the last couple of years created a net asset gain decreasing the Assessment.

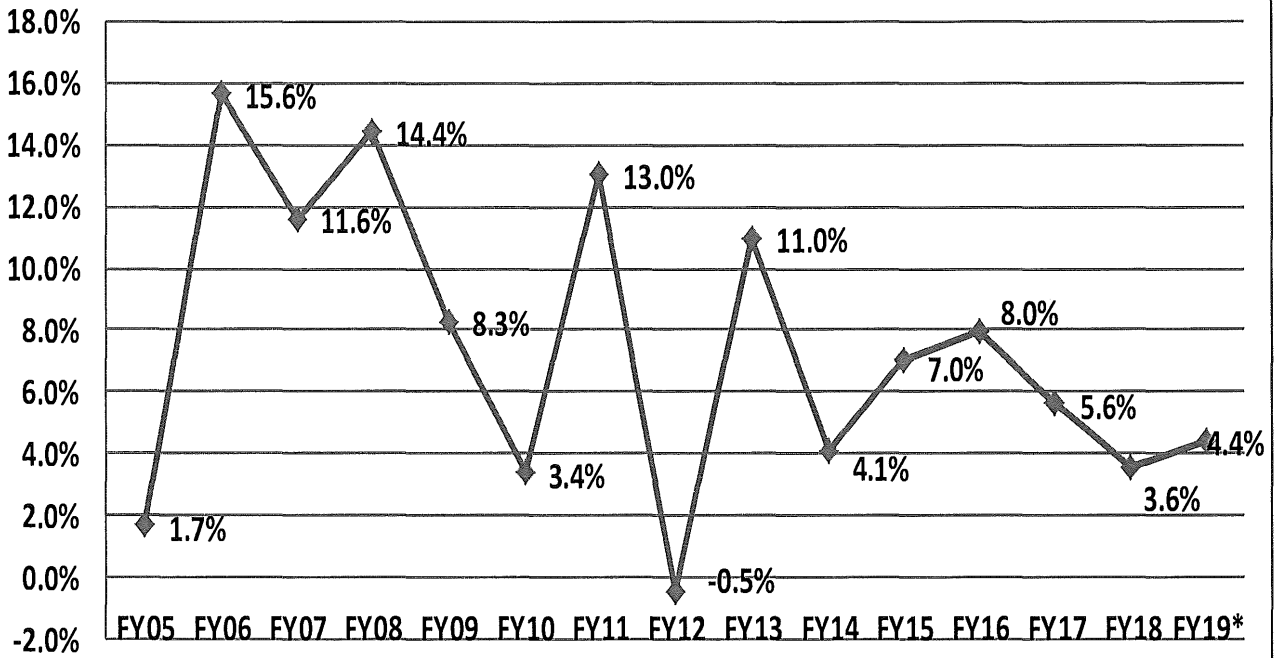
The FY20 Assessment is expected to increase by 3.1%

#### FY 2019 RISKS AND CHALLENGES

The unfunded liability continues to grow. 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 balance. Returns greater than 8% will be deferred to the next year; smoothing is hiding \$7.7M of additional gains as of 2015. Units expanding their payroll at a greater rate than the group, hiring older workers or hiring more Public Safety will see the largest increases in appropriation. To date 61.7% has been funded. The funding schedule currently calls for completion by 2029 (decreased from 2031 and 2034). The lack of predictability and planning for the communities by the PCR Board is unacceptable.

Currently the unfunded liability for Other Post-Employment Benefits (OPEB) is \$80,000,000. Per the Town's Financial Policy, 2% of the amount paid to Plymouth County Retirement is applied toward OPEB. As of November 30, 2017, the Town has \$915,407.95 in the OPEB account.

## Plymouth County Retirement Assessment Year to Year % Change



\* Estimated

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Town of Scituate  
 NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0911 PLYMOUTH COUNTY RETIREMENT							
<hr/>							
1911512 Plymouth County Retirement Ass							
1911512 519900 PLYMOUTH C	4,373,651.00	4,530,275.00	4,530,275.00	4,730,553.00	4,730,553.00	.00	4.4%
1911512 596600 TRANSFER T	137,473.00	90,605.00	90,605.00	94,611.00	94,611.00	.00	4.4%
TOTAL Plymouth County Retire	4,511,124.00	4,620,880.00	4,620,880.00	4,825,164.00	4,825,164.00	.00	4.4%
TOTAL PLYMOUTH COUNTY RETIRE	4,511,124.00	4,620,880.00	4,620,880.00	4,825,164.00	4,825,164.00	.00	4.4%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: WORKERS' COMPENSATION 912**

**MISSION STATEMENT**

Town of Scituate  
Analysis of Workers' Compensation Trust Fund

FY 2017 (Jul-Nov)

Current Year Monthly Amounts	
Per	CY Actual
00 SOY	.00
01 JUL	11,668.56
02 AUG	4,376.03
03 SEP	12,823.05
04 OCT	8,655.65
05 NOV	15,460.71
06 DEC	3,603.89
07 JAN	.00
08 FEB	.00
09 MAR	.00
10 APR	.00
11 MAY	.00
12 JUN	.00
13 EOY	.00
<b>TOTALS</b>	<b>56,587.89</b>

FY2018 (Jul-Nov)

Current Year Monthly Amounts	
Per	CY Actual
00 SOY	.00
01 JUL	2,260.96
02 AUG	15,573.48
03 SEP	4,885.29
04 OCT	20,294.75
05 NOV	63,691.41
06 DEC	.00
07 JAN	.00
08 FEB	.00
09 MAR	.00
10 APR	.00
11 MAY	.00
12 JUN	.00
13 EOY	.00
<b>TOTALS</b>	<b>106,695.89</b>

**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. While this line item was reduced in FY17 for this first time since 2010, utilization in FY17 and FY18 has required that the budget allocation be increased in FY18 and that level maintained for FY 19.

**FY 19 RISKS AND CHALLENGES**

Increasing claims for the last two years, a few of a long term nature, has driven costs and the Town is working with its insurer to resolve these claims. Our Fund goal is \$750,000 and we are still short of that.

Prior to 2010, 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.

This Fund is liquid and as a result, is viewed as an additional reserve asset by bond rating agencies.

Medical costs payments from long ago settled out claims continue to drive the annual allocation. Our insurance carrier, MIAA, provides a variety of training programs and staff takes advantage of several offerings. Our continuing goal is to minimize risk and injury through training . These training sessions also reduce our annual premiums.

The optimum goal long term is that the interest generated annually from the fund pay its ongoing administrative expenses such as the cost of the third party administrator and stop/loss premium cost.



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0912 WORKERS COMPENSATION							
1912515 Workers Compensation							
1912515 519900 WORKERS CO	200,000.00	210,000.00	210,000.00	210,000.00	210,000.00	.00	.0%
TOTAL Workers Compensation	200,000.00	210,000.00	210,000.00	210,000.00	210,000.00	.00	.0%
TOTAL WORKERS COMPENSATION	200,000.00	210,000.00	210,000.00	210,000.00	210,000.00	.00	.0%

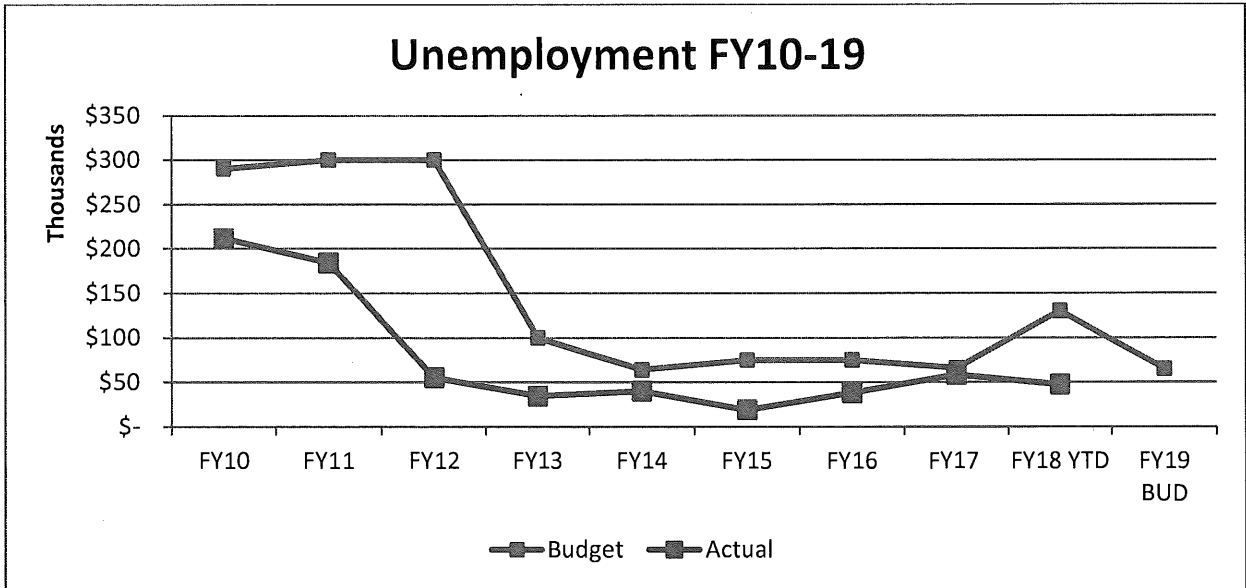
TOWN OF SCITUATE

FY 2019 BUDGET

DEPARTMENT: UNEMPLOYMENT 913

MISSION STATEMENT:

N/A



	Budget	Actual
FY10	\$ 290,000	\$ 211,607
FY11	\$ 300,000	\$ 184,232
FY12	\$ 300,000	\$ 55,148
FY13	\$ 100,000	\$ 34,610
FY14	\$ 64,000	\$ 40,133
FY15	\$ 75,000	\$ 18,914
FY16	\$ 75,000	\$ 38,179
FY17	\$ 66,000	\$ 58,470
FY18 YTD	\$ 130,000	\$ 47,382
FY19 BUD	\$ 65,000	

**MAJOR BUDGET COMPONENTS**

This account funds unemployment costs for eligible town and school employees no longer working for the Town. Typically, most costs are incurred during June, July and August. The Town engages an unemployment consultant to monitor and verify actual claims which help insure costs are warranted. The FY 18 budget was increased as a result of personnel staffing totals changing with the change in grades from Gates to the new Middle School.

**FY 19 RISKS AND CHALLENGES**

This line item fluctuates with the economy and personnel matters. It can vary widely in any given year so we typically take an average over expenditures over several years.

<b>DESCRIPTION OF REVENUE</b>	<b>FY/16</b>	<b>FY/17</b>	<b>FY/18</b>	<b>FY/19</b>	<b>Comments</b>
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N/A

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

P 106  
bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0913 UNEMPLOYMENT INSURANCE							
1913515 Unemployment							
1913515 519900 UNEMPLOYME	57,503.05	130,000.00	130,000.00	65,000.00	65,000.00	.00	-50.0%
TOTAL Unemployment	57,503.05	130,000.00	130,000.00	65,000.00	65,000.00	.00	-50.0%
TOTAL UNEMPLOYMENT INSURANCE	57,503.05	130,000.00	130,000.00	65,000.00	65,000.00	.00	-50.0%



## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: #914 Contributory Group Insurance

#### MISSION STATEMENT:

This appropriation funds the Town's share of health and life insurance premiums for all eligible Town employees and retirees. 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 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The department goal is to provide quality health insurance plan options to all school and town 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. It is necessary to keeping abreast of changes in the law (e.g. Affordable Health Care Act).

Our health insurance contribution rate is on average, 53% town and 47% employee.

#### MAJOR BUDGET COMPONENTS

Health Insurance rates are set by Massachusetts Interlocal Insurance Association (MIIA) in late January to early February each year. Increase based on quoted rates from MIIA and current enrollment with 7.39% (five year average). The Medicare supplemental plans, which account for 46% of the Town's health insurance subscribers, now renew as of January 1<sup>st</sup> and therefore only 6 months of a potential increase needs to be calculated for that population. Every 1% increase in the rate amounts to approximately \$52,750.00.

#### FY 2019 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. In FY18 the yearly average cost to the Town for an individual plan is \$6,315 and for a family plan the average is \$13,870. Recent law changes (e.g. Affordable Health Care) continue to increase the office workload by requiring careful monitoring of employees' eligibility, as well as those declining coverage.

#### DEPARTMENTAL ACCOMPLISHMENTS

The Town is now entering the second year with (MIIA).

The Treasurer/Collector's (T/C) office worked with members of MIIA to make the transition from Mayflower Municipal Health Group to MIIA successful for Town employees and retirees. The T/C office worked with MIIA to implement cobra administration with Total Administrative Services Corp. (TASC). The Town has created a Wellness Committee made up of employees from the town and school through the direction of MIIA. By offering a variety of wellness programs for all town employees the goal is to keep health costs down. The T/C staff continues to work towards improving and increasing communication with employees, retirees, insurance providers 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.



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0914 CONTRIBUTORY GROUP INSURANCE							
1914515 Contributory Group Insurance							
1914515 519900 CONTRIBUTO	5,486,443.54	5,860,000.00	5,860,000.00	6,173,005.00	6,173,005.00	.00	5.3%
TOTAL Contributory Group Ins	5,486,443.54	5,860,000.00	5,860,000.00	6,173,005.00	6,173,005.00	.00	5.3%
TOTAL CONTRIBUTORY GROUP INS	5,486,443.54	5,860,000.00	5,860,000.00	6,173,005.00	6,173,005.00	.00	5.3%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: #916 Federal Taxes**

**MISSION STATEMENT:**

This appropriation funds the Town's federal contribution that matches the employees' 1.45% Medicare contribution.

**FY 2019 RISKS AND CHALLENGES**

The annual challenge is to sufficiently fund the FICA costs to cover fluctuations in employment and changes in wages. This line item will continue to increase as the exempt employee population decreases and wage scales increase.

FY19 reflects a 4.5% annual increase for COLA, step changes, and continued retirement of exempt employees.



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: GENERAL FUND	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<hr/>							
0916 FEDERAL TAXES							
1916515 Federal Taxes							
1916515 519900 FEDERAL TA	644,102.29	695,155.00	695,155.00	703,375.00	703,375.00	.00	1.2%
TOTAL Federal Taxes	644,102.29	695,155.00	695,155.00	703,375.00	703,375.00	.00	1.2%
TOTAL FEDERAL TAXES	644,102.29	695,155.00	695,155.00	703,375.00	703,375.00	.00	1.2%
TOTAL GENERAL FUND	73,657,876.09	76,413,740.00	76,473,740.00	42,010,952.81	41,522,183.00	.00	-45.0%

**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: Widow's Walk**

**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 layout 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 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

- I. Continued development of a long range capital improvement plan aimed at creating new revenue opportunities through possible renovations to the golf course, Clubhouse, parking lot and surrounds.
  - A. Consult with the Town Administrator, Board of Selectmen, and Facilities Director to clarify a scope of projects, funding options, and a realistic timetable for consideration. (Ongoing)
  - B. Work with the Golf Course Superintendent to develop a plan, prioritize, and determine opportunities for the implementation of possible golf course improvement projects and maintenance equipment replacements. (Ongoing)
  - C. Research PGA recommended clubhouse design and renovation specialists to work in partnership with local architect if requested. (Sep-Oct)
  - D. Confer with landscape architect to develop a plan to improve the curb appeal between The Driftway and the parking lot. (Jul-Aug)
  - E. Research solar options for Clubhouse roof. (Sep-Oct)
  - F. Collaborate with IGM management and irrigation design contractors to decide on preferences for a golf course irrigation system replacement. (Ongoing)

**MAJOR BUDGET COMPONENTS**

In order of total cost, expenditures for the golf course come from the following areas:

• IGM golf course maintenance fee	\$508,260	53%
• Golf operations salaries	201,592	21
• Equipment rentals and leases	78,128	8
• Indirect costs	65,211	7
• Technical services	27,969	3
• Repairs and maintenance	24,650	2.5
• Electricity	21,000	2
• Cart supplies	9,000	1
• Range supplies	5,300	0.5
• Others	15,550	2

\* Figures above intentionally exclude "Merchandise Supplies" and "Handicap Service". These line items are truly profit sources with associated revenues exceeding expenses by approximately 35%.

## FY 2019 RISKS AND CHALLENGES

The unexpected challenges resulting from the 2016 drought are pretty much in the rear view mirror, and with the original construction debt now retired, attention can turn to the future direction of Widow's Walk. The initial conversations regarding this subject have centered on initiating a new bond to address three main renovation components that will bring our overall product more in line with that of competitors and upgrade our status in the eyes of many potential clients. These components, preliminarily referred to as the "Triple Play", are listed in order of expense as follows:

- Course Irrigation System Replacement - The useful life of a golf course irrigation system is 20 – 25 years. Widow's Walk was constructed in 1996 and has therefore reached that point. This is a critical item in terms of turf quality and the associated revenue generation. The price tag estimated in the \$2M neighborhood reflects its importance. The modern irrigation systems are designed with an increased number of less powerful heads and as such are far more efficient in terms of water and power usage. This more targeted approach to irrigation should allow for water to reach all areas "between the tree lines" and result in healthy turf throughout.
- Clubhouse Renovation – The existing Clubhouse presents many challenges. The facility has issues with its general appearance, layout, and accessibility. The building also lacks adequate size in regards to function space, bathrooms, and storage. These factors make it difficult to draw new clientele and even hamper our ability to satisfy the desires of many loyal customers. Without changing the footprint of this structure, the Clubhouse could become very attractive and functional with an investment in the \$1M range.
- Parking Lot Paving, Expansion, and Curb Appeal – Golfer surveys consistently rate curb appeal as one of the most influential qualities when choosing a course to visit. The current view from The Driftway is not adequate in terms of enticing new customers. Estimates to pave the existing parking lots and improve the frontage between the street and the parking lot have come in around \$250K. This number could double depending on the extent of lot expansion plans.

Once a consensus as to the scope of renovations is determined, concentration must quickly turn to developing a timetable with a focus on scheduling contractors for each project in order to minimize revenue deficiencies that will arise during periods that require golf course closure. As such, this extremely important yet disruptive project cannot be taken lightly. All involved need to be determined to make recommendations for a finished product that will be inviting and stand the test of time while keeping debt payments at a level that can be comfortably absorbed by usage fees. Meeting these goals should open new revenue streams while turning an eyesore into a source of pride for the patrons and residents. The staff at Widow's Walk is excited to get involved with expediting this process in any way possible.

## DEPARTMENTAL ACCOMPLISHMENTS

The maintenance department did commendable work to repair extensive turf damage from the 2016 drought, resulting in the strongest and finest playing surfaces in Widow's Walk's history. The feedback from our clientele has been very positive. The golf operations staff continues to be a great source of pride and considered very favorable in comparison to our local competition. These factors have contributed to accomplishments/awards in the following areas:

Community Newspapers Reader's Choice, "Best Golf Course", Public Golf Course Regional winner over 90 % of the years since course inception.

South Shore Living Magazine, "Best of the South Shore", Public Golf Course winner three of the past five years.

The "Walk the Walk" twilight golf program continues to be a valued green fee category, producing over 1,300 rounds and \$21,000 in drought impacted FY17. This program delivers a three-fold benefit; adding revenue to a previously quiet part of the day, increasing late-day traffic and in turn reducing opportunities for golf course vandalism, and giving price sensitive clientele another opportunity for affordable golf.

Over a decade of providing the site for the Town's very well attended annual Easter Egg Hunt.

A friendly and supportive host course for the Scituate High School Varsity and Junior Varsity Golf Teams, providing a no cost venue for all practice rounds and golf matches (over 400 rounds annually).

A popular location for many winter activities including dog walking, skating, bird watching, snowshoeing, sledding, and cross country skiing.

Sound environmental practices associated with our standing as an "Audubon Certified Cooperative Sanctuary" have helped with the attraction of abundant wildlife that is enjoyed by many residents, both golfers and non-golfers alike.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
Dues – Season/Player's Pass	183,163	165,872	9,625	183,750	5% price increase
Green fees	742,270	571,483	346,712	700,000	
Rain checks	-2,936	-2,051	-1,871	-2,500	
Cart fees	209,632	168,391	115,630	190,000	
Club rentals	1,711	1,445	949	1,600	
Range fees	62,568	49,447	29,348	60,000	
Handicap fees	11,440	11,450	1,150	11,500	
Golf Lessons	0	9,505	5,888	9,500	
Total usage fees	<u>1,207,848</u>	<u>975,542</u>	<u>507,431</u>	<u>1,153,850</u>	
Total merchandise sales	<u>93,093</u>	<u>67,989</u>	<u>38,819</u>	<u>95,000</u>	
Total rentals	<u>49,500</u>	<u>71,502</u>	<u>0</u>	<u>38,502</u>	
Total earning on investments	<u>0</u>	<u>117</u>	<u>5</u>	<u>100</u>	
Miscellaneous revenue	0	41	47	50	
Cash over/(under)	26	6	6	0	
Total miscellaneous revenue	<u>26</u>	<u>47</u>	<u>53</u>	<u>50</u>	
Grand total	<u>1,350,467</u>	<u>1,115,197</u>	<u>546,308</u>	<u>1,287,502</u>	



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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR:	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<b>WIDOWS WALK ENTERPRISE</b>							
<hr/>							
0661 GOLF COURSE							
<hr/>							
61661510 Widow's Walk - Personal Servic							
61661510 511000 REGULAR SA	72,429.15	82,024.00	82,024.00	84,504.00	84,504.00	.00	3.0%
61661510 519000 SEASONAL S	95,903.50	109,344.00	109,344.00	117,088.00	117,088.00	.00	7.1%
TOTAL Widow's Walk - Persona	168,332.65	191,368.00	191,368.00	201,592.00	201,592.00	.00	5.3%
<hr/>							
61661520 Widow's Walk - Purchase of Ser							
61661520 521100 ELECTRICIT	19,451.94	21,000.00	21,000.00	21,000.00	21,000.00	.00	.0%
61661520 521300 NATURAL GA	2,256.33	4,600.00	4,600.00	4,000.00	4,000.00	.00	-13.0%
61661520 524000 REPAIRS &	40,188.75	20,500.00	20,500.00	24,650.00	24,650.00	.00	20.2%
61661520 527000 RENTALS &	53,600.72	67,211.00	67,211.00	78,128.00	78,128.00	.00	16.2%
61661520 530100 MANAGEMENT	508,832.11	500,895.00	500,895.00	508,260.00	508,260.00	.00	1.5%
61661520 530200 MARKETING	.00	2,000.00	2,000.00	2,000.00	2,000.00	.00	.0%
61661520 530300 HANDICAP S	6,246.25	6,250.00	6,250.00	7,000.00	7,000.00	.00	12.0%
61661520 530900 TECHNICAL	21,982.54	23,500.00	23,500.00	27,969.00	27,969.00	.00	19.0%
61661520 532100 CONFERENCE	.00	55.00	55.00	100.00	100.00	.00	81.8%
61661520 534100 TELEPHONE	1,784.58	1,900.00	1,900.00	1,900.00	1,900.00	.00	.0%
61661520 534400 POSTAGE &	47.00	100.00	100.00	100.00	100.00	.00	.0%
61661520 571100 MILEAGE RE	.00	50.00	50.00	50.00	50.00	.00	.0%
61661520 573100 PROFESSION	917.50	950.00	950.00	950.00	950.00	.00	.0%
61661520 596000 INDIRECT C	57,716.00	66,575.00	66,575.00	65,211.00	65,211.00	.00	-2.0%
TOTAL Widow's Walk - Purchas	713,023.72	715,586.00	715,586.00	741,318.00	741,318.00	.00	3.6%
<hr/>							
61661540 Widow's Walk - Materials & Sup							
61661540 542000 OFFICE SUP	590.41	1,400.00	1,400.00	1,400.00	1,400.00	.00	.0%
61661540 542100 MERCHANDIS	35,022.70	55,000.00	55,000.00	65,000.00	65,000.00	.00	18.2%
61661540 542200 CART SUPPL	9,131.23	10,750.00	10,750.00	9,000.00	9,000.00	.00	-16.3%
61661540 542400 RANGE SUPP	1,488.76	8,750.00	8,750.00	5,300.00	5,300.00	.00	-39.4%
61661540 542500 PRINTING &	670.14	1,800.00	1,800.00	1,950.00	1,950.00	.00	8.3%
61661540 558000 OTHER SUPP	695.58	1,250.00	1,250.00	1,500.00	1,500.00	.00	20.0%
61661540 558100 CLOTHING	.00	900.00	900.00	500.00	500.00	.00	-44.4%
TOTAL Widow's Walk - Materia	47,598.82	79,850.00	79,850.00	84,650.00	84,650.00	.00	6.0%
<hr/>							
61661560 Widow's Walk - Intragovernment							
61661560 578000 Emerg Res	.00	500.00	500.00	.00	15,000.00	.00	-100.0%
TOTAL Widow's Walk - Intrago	.00	500.00	500.00	.00	15,000.00	.00	-100.0%
<hr/>							
61661580 Widow's Walk - Capital Outlay							
61661580 580000 CAPITAL EX	.00	.00	.00	70,000.00	.00	.00	.0%





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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: WIDOWS WALK ENTERPRISE	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
61661580 585100 EQUIPMENT	.00	12,000.00	12,000.00	1,100.00	1,100.00	.00	-90.8%
TOTAL Widow's Walk - Capital	.00	12,000.00	12,000.00	71,100.00	1,100.00	.00	492.5%
61661590 Widow's Walk - Debt							
61661590 591000 PRINCIPAL	375,000.00	.00	.00	.00	.00	.00	.0%
61661590 591500 INTEREST O	7,500.00	.00	.00	.00	.00	.00	.0%
TOTAL Widow's Walk - Debt	382,500.00	.00	.00	.00	.00	.00	.0%
TOTAL GOLF COURSE	1,311,455.19	999,304.00	999,304.00	1,098,660.00	1,043,660.00	.00	9.9%
TOTAL WIDOWS WALK ENTERPRISE	1,311,455.19	999,304.00	999,304.00	1,098,660.00	1,043,660.00	.00	9.9%
GRAND TOTAL	1,311,455.19	999,304.00	999,304.00	1,098,660.00	1,043,660.00	.00	9.9%

\*\* END OF REPORT - Generated by Nancy Holt \*\*

**Town of Scituate  
Widow's Walk Golf Course Enterprise Fund  
Indirect Costs  
Fiscal Year 2019 Budget**

Description	Basis	Allocation	%*	FY18 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.79%	497,493	8,927
Town Accountant	Processing of warrants etc.	Total FY18 budget	1.79%	361,981	6,495
Treas/Collector	Collections, bank rec., payroll etc.	Total FY18 budget	1.79%	380,867	6,834
Facilities Director		Personal Services budget	2.00%	92,406	1,848
Insurance	Building, Auto, Liability etc.	From Insurance Company			20,873
Group Insurance	Town's Share of group insurance	Actual Contribution FY17 rates			6,296
Medicare	Town's Share of medicare	Actual FY17	1.45%		2,508
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.11%	94,611	104
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.25%	4,530,275	11,326
				6.5%	<b>65,211</b>

269 \* based on enterprise FY18 operating budget to total Town operating budget

**Widow's Walk Enterprise Fund**

	Actual FY12	Actual FY13	Actual FY14	Actual FY15	Actual FY16	DROUGHT Actual FY17	FY18 budget	Dept FY19 budget	TA FY19 budget
<b>Revenue:</b>									
Dues	107,830	110,014	115,891	111,100	125,025	124,100	160,000	160,000	160,000
Frequent Players	67,964	54,231	46,400	44,099	58,138	41,772			
Green Fees	712,737	691,134	681,356	686,607	742,270	571,483	700,000	680,000	680,000
Cart Fees	179,912	177,191	177,348	186,069	209,633	168,391	215,000	210,000	210,000
Club Rentals	2,083	1,734	1,609	1,270	171	1,445	3,000	3,000	3,000
Range Fees	57,699	59,678	61,960	64,121	62,568	49,447	69,000	69,000	69,000
Handicap Fees	9,980	10,110	10,580	10,856	11,440	11,450	11,000	11,000	11,000
Merchandise Sales	88,849	94,890	83,952	83,417	93,093	67,989	85,000	90,000	90,000
Restaurant Lease Income	42,000	35,700	48,450	55,000	49,500	71,502	14,398	38,502	38,502
Interest Income	356	433	100	40	186	117	40	40	40
Miscellaneous	(7)	13	7	33	26	47			
Rain checks	(4,547)	(3,003)	(3,269)	(2,636)	(2,936)	(2,051)	(3,000)	(3,000)	(3,000)
<b>Total Revenue</b>	<b>1,264,856</b>	<b>1,232,125</b>	<b>1,224,385</b>	<b>1,239,976</b>	<b>1,349,113</b>	<b>1,105,692</b>	<b>1,254,438</b>	<b>1,258,542</b>	<b>1,258,542</b>
<b>Expenses:</b>									
Personal Services	174,474	170,212	168,559	166,129	173,114	168,332	191,368	201,592	201,592
Purchase of Services	602,073	573,803	573,248	560,052	632,784	655,308	649,011	676,107	676,107
Materials & Supplies	59,142	72,117	42,249	56,903	59,034	47,599	79,850	84,650	84,650
Indirect Costs	47,994	49,597	52,858	59,391	54,314	57,716	66,575	65,211	65,211
Capital Outlay	6,098	37,347					12,000	71,100	71,100
Emergency Reserve							500	-	15,000
Capital Articles			27,997				265,000	-	-
<b>Total Operating Expenses</b>	<b>889,781</b>	<b>903,076</b>	<b>864,911</b>	<b>842,475</b>	<b>919,247</b>	<b>928,955</b>	<b>1,264,304</b>	<b>1,098,660</b>	<b>1,113,660</b>
<b>Surplus/(Deficit) before det</b>	<b>375,075</b>	<b>329,050</b>	<b>359,474</b>	<b>397,501</b>	<b>429,866</b>	<b>176,737</b>	<b>(9,866)</b>	<b>159,882</b>	<b>144,882</b>
Transfer from General Fund					11,500				
Debt Service	378,975	379,125	378,563	381,300	382,200	382,500			
<b>Total Surplus/(Deficit)</b>	<b>(3,900)</b>	<b>(50,075)</b>	<b>(19,088)</b>	<b>16,201</b>	<b>59,166</b>	<b>(205,763)</b>	<b>(9,866)</b>	<b>159,882</b>	<b>144,882</b>

Unappropriated Certified Retained Earnings as of November 15, 2017

Less amt needed to balance FY19 budget

Less amt to be used for FY19 Capital

Balance of Retained Earnings after FY19 ATM

	-	-	-
	-	-	-
	-	-	-
	-	-	-

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## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: Transfer Station - 433

#### MISSION STATEMENT:

To provide an efficient and effective Solid Waste Transfer/Recycling Station for the residents of the Town of Scituate to dispose of household waste and recycling. Strive to provide expanded recycling opportunities while meeting the needs of the stakeholders in a clean and pleasant environment.

#### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Identify and implement emerging methods for improved management and handling of all waste including additional separation of recyclable materials such as glass and plastic and utilizing compactors to reduce hauling costs.
2. Evaluate and compare current rates on pay-to-throw away items such as construction and demolition debris, electronics and appliances to improve revenue rates.
3. Remove the handling of plastic bags from the recycling center and include them in the waste stream to be converted to energy.
4. Identify incentives to increase the participation in the use of the Scituate Transfer Station.

#### MAJOR BUDGET COMPONENTS

Disposal Costs \$640,000

Personnel \$232,606

Intergovernmental \$159,419

Technical Services \$85,000

Blue Bags \$78,000

Debt \$16,350

Maintenance \$28,750

FY 2019 RISKS AND CHALLENGES

With an abundance of available recyclable products and fuel prices at a low commodity, costs are on the rise with an increase in disposal cost. Minimal vendors available to provide cost effective services to handle waste and recyclables within budget.

As the facility ages, maintain the facility and upgrade equipment for a safe, clean and efficient disposal and recycling center continues to be demanding.

After 20 years of committed service at the Scituate Transfer Station, Foreman Bruce Johnston retired.

DEPARTMENTAL ACCOMPLISHMENTS

Received a grant from the Massachusetts Department of Environmental Protection Sustainable Materials Recovery Program for the recycling of mattresses.

Received a grant from the Massachusetts Department of Environmental Protection Recycling Dividends Program for the solid waste and recycling program at the Scituate Transfer Station for \$11,650.00.

Supported Ship-Shape Day and other community clean-up events.

The recycling rate for 2017 averaged 61%.

DESCRIPTION OF REVENUE	FY17	FY18	FY18 YTD	FY19 Projected	Comments
Stickers	\$379,490	\$415,000	\$ 37,270	\$390,000	
Blue Bags	\$457,480	\$494,000	\$186,150	\$500,000	
Bulky Waste	\$247,581	\$264,000	\$135,200	\$240,000	
Recycle	\$ 20,360	\$ 24,000	\$ 10,811	\$ 15,000	
General Fund	\$100,000	\$100,000	\$100,000	\$100,000	
Interest/Other	\$	\$ 1,350	\$	\$	

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Town of Scituate  
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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR:	2017	2018	2018	2019	2019	2019	PCT
TRANSFER STATION ENTERPRISE	ACTUAL	ORIG BUD	REVISED BUD	Dept Req	Town Adm	BOS	CHANGE
0433 TRANSFER STATION							
63433510 Transfer Station - Personal Se							
63433510 511000 REGULAR SA	185,452.67	198,640.00	198,640.00	198,993.00	198,993.00	.00	.2%
63433510 512000 OVERTIME	32,973.53	21,777.00	21,777.00	22,105.00	22,105.00	.00	1.5%
63433510 513000 LONGEVITY	2,850.00	1,850.00	1,850.00	500.00	500.00	.00	-73.0%
63433510 519000 SEASONAL S	5,304.00	6,020.00	6,020.00	6,160.00	6,160.00	.00	2.3%
63433510 519100 OTHER SALA	3,884.80	3,528.00	3,528.00	4,988.00	4,988.00	.00	41.4%
TOTAL Transfer Station - Per	230,465.00	231,815.00	231,815.00	232,746.00	232,746.00	.00	.4%
63433520 Transfer Station - Purchase of							
63433520 521100 ELECTRICIT	8,894.24	11,450.00	11,450.00	.00	.00	.00	-100.0%
63433520 524200 REPAIR & M	6,588.48	28,750.00	28,750.00	28,750.00	28,750.00	.00	.0%
63433520 524500 VEHICLE SE	2,531.28	3,750.00	3,750.00	5,000.00	5,000.00	.00	33.3%
63433520 527100 HAULING CO	623,089.03	636,000.00	636,000.00	640,000.00	640,000.00	.00	.6%
63433520 530900 TECHNICAL	55,653.96	75,000.00	75,000.00	84,000.00	84,000.00	.00	12.0%
63433520 534100 TELEPHONE	85.73	300.00	300.00	300.00	300.00	.00	.0%
63433520 534300 BINDING &	60.00	1,200.00	1,200.00	1,200.00	1,200.00	.00	.0%
63433520 573100 PROFESSION	4,610.00	4,700.00	4,700.00	4,850.00	4,850.00	.00	3.2%
TOTAL Transfer Station - Pur	701,512.72	761,150.00	761,150.00	764,100.00	764,100.00	.00	.4%
63433540 Transfer Station - Materials &							
63433540 542300 SUPPLIES	71,355.83	76,000.00	76,000.00	80,000.00	80,000.00	.00	5.3%
63433540 542500 PRINTING &	40.26	140.00	140.00	140.00	140.00	.00	.0%
63433540 543000 BUILDING S	1,272.83	1,300.00	1,300.00	1,300.00	1,300.00	.00	.0%
63433540 543100 EQUIPMENT	4,706.98	7,800.00	7,800.00	16,000.00	16,000.00	.00	105.1%
63433540 545100 CLEANING S	1,224.03	800.00	800.00	800.00	800.00	.00	.0%
63433540 548000 VEHICLE SU	1,247.84	750.00	750.00	750.00	750.00	.00	.0%
63433540 548100 FUELS & LU	12,815.34	18,000.00	18,000.00	18,000.00	18,000.00	.00	.0%
63433540 548400 TOOLS & EX	140.79	300.00	300.00	300.00	300.00	.00	.0%
63433540 558100 CLOTHING	2,400.00	2,400.00	2,400.00	2,400.00	2,400.00	.00	.0%
TOTAL Transfer Station - Mat	95,203.90	107,490.00	107,490.00	119,690.00	119,690.00	.00	11.3%
63433560 Transfer Station - Intragovern							
63433560 596000 INDIRECT C	153,616.00	164,846.00	164,846.00	159,419.00	159,419.00	.00	-3.3%
TOTAL Transfer Station - Int	153,616.00	164,846.00	164,846.00	159,419.00	159,419.00	.00	-3.3%
63433590 Transfer Station - Debt							
63433590 591000 PRINCIPAL	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	.00	.0%

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: TRANSFER STATION ENTERPRISE	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
63433590 591500 INTEREST O	2,550.00	1,950.00	1,950.00	1,350.00	1,350.00	.00	-30.8%
TOTAL Transfer Station - Deb	17,550.00	16,950.00	16,950.00	16,350.00	16,350.00	.00	-3.5%
TOTAL TRANSFER STATION	1,198,347.62	1,282,251.00	1,282,251.00	1,292,305.00	1,292,305.00	.00	.8%
TOTAL TRANSFER STATION ENTER	1,198,347.62	1,282,251.00	1,282,251.00	1,292,305.00	1,292,305.00	.00	.8%

**Town of Scituate  
Transfer Station Enterprise Fund  
Indirect Costs  
Fiscal Year 2019 Budget**

Description	Basis	Allocation	%*	FY18 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.70%	497,493	8,460
Town Accountant	Processing of warrants etc.	Total FY18 budget	1.70%	361,981	6,155
Treas/Collector	Collections, bank rec., payroll etc.	Total FY18 budget	1.70%	380,867	6,477
Engineering Dept.	Engineering	1/2 of Town Engineer's Salary			41,706
DPW Admin. Dept.	Administration	1/5 of Director's Salary			23,627
Insurance	Building, Auto, Liability etc.	From Insurance Company			5,557
Group Insurance	Town's Share of group insurance.	Actual Contribution FY17 rates			23,545
Medicare	Town's Share of medicare.	Actual FY17	1.45%		3,034
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.57%	94,611	539
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.89%	4,530,275	40,319
				12.4%	<b>159,419</b>

\* based on enterprise FY18 operating budget to total Town operating budget



Transfer Station Enterprise Fund

	FY12	FY13	FY14	FY15	FY16	FY17	FY18 budget	Dept FY19 budget	TA FY19 budget
<b>Revenue:</b>									
Transfer Station Stickers	556,176	444,937	431,721	433,395	385,195	379,493	415,000	433,000	433,000
Trash Bags	535,169	465,768	466,392	497,882	494,721	457,479	494,000	460,000	460,000
Recycling	55,646	45,413	45,351	35,100	24,378	20,359	24,000	20,000	20,000
Bulky Waste	225,072	271,226	255,515	227,606	264,120	247,582	264,000	245,000	245,000
Interest Income	1,394	1,075	2,141	2,443	5,117	5,744	5,000	5,000	5,000
Misc				12,994	255	642			
<b>Total Revenue</b>	<b>1,373,457</b>	<b>1,228,420</b>	<b>1,201,119</b>	<b>1,209,421</b>	<b>1,173,786</b>	<b>1,111,299</b>	<b>1,202,000</b>	<b>1,163,000</b>	<b>1,163,000</b>
<b>Expenses:</b>									
Personal Services	206,713	203,310	213,257	229,409	232,493	230,465	231,815	232,126	232,746
Purchase of Services	696,678	638,759	615,702	556,038	759,559	705,216	761,150	764,100	764,100
Materials & Supplies	42,103	39,394	113,328	108,865	146,286	95,204	107,490	119,690	119,690
Indirect Costs	120,040	128,365	131,025	132,362	90,738	153,616	164,846	159,419	159,419
Capital Outlay	10,038	3,339	185	266	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>1,075,572</b>	<b>1,013,168</b>	<b>1,073,497</b>	<b>1,026,940</b>	<b>1,229,076</b>	<b>1,184,501</b>	<b>1,265,301</b>	<b>1,275,335</b>	<b>1,275,955</b>
<b>Surplus/(Deficit) before debt payments</b>	<b>297,885</b>	<b>215,252</b>	<b>127,622</b>	<b>182,480</b>	<b>(55,290)</b>	<b>(73,202)</b>	<b>(63,301)</b>	<b>(112,335)</b>	<b>(112,955)</b>
Transfer from General Fund	100,000	100,000	100,000	100,000	-	-	-	-	-
Debt Service	(84,373)	(81,417)	(78,967)	(70,887)	(18,150)	(17,550)	(16,950)	(16,350)	(16,350)
<b>Total Surplus/(Deficit)</b>	<b>313,512</b>	<b>233,835</b>	<b>148,655</b>	<b>211,593</b>	<b>(73,440)</b>	<b>(90,752)</b>	<b>(80,251)</b>	<b>(128,685)</b>	<b>(129,305)</b>
Unappropriated Certified Retained Earnings as of November 15, 2017								368,248	368,248
Less amt needed to balance FY19 budget								(128,685)	(129,305)
Less amt to be used for FY19 Capital								(40,000)	(40,000)
Balance of Retained Earnings after FY19 ATM								-	198,943

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## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: Sewer Division

#### MISSION STATEMENT:

Assure the proper collection and treatment of the Town's wastewater in an environmentally sound, safe and cost effective manner to protect human health while meeting NPDES (National Pollution Discharge and Elimination System) discharge permit and other regulated operating requirements. NPDES permit expires at the end of 2017. The new permit will require more stringent discharge parameters. Our primary objective will be to implement our plans to meet the new requirements. Our secondary objective is to make investments, repairs, and modernize equipment and treatment processes to increase resiliency of the wastewater systems and decrease ongoing operating and maintenance costs.

#### FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Provide a safe working environment by continuing weekly staff meetings and promoting training opportunities.
2. Continue with equipment replacement and modernization at the WWTP and pump stations.
3. Implement solutions to meet the new copper limit mandated by the EPA. Pilot treatment system currently being installed at the WWTP to address copper removal. Project will move to full scale during FY19 pending results of pilot.
4. Continue to identify and mitigate sources of Inflow and Infiltration. In FY19 the department will begin a new I/I maintenance schedule to clean and prepare the collection system for I/I monitoring programs. Information obtained from monitoring will allow the department to prioritize line sealing or service replacement projects. After sealing or replacing lines follow-up monitoring will confirm the amount of capacity restored to the system. The goal is to eliminate I/I to increase capacity for the community.
5. Participate in a regional study to determine best options and possible alternatives to bring sewer service to North Scituate.

#### MAJOR BUDGET COMPONENTS

1. Dept Services – \$2,206,737
2. Personal Services - \$530,562
3. Utilities & Fuel - \$349,000
4. Repair & Maintenance - \$140,000
5. Equipment & Parts - \$132,000
6. Intergovernmental - \$241,985
7. Chemical & Lab Supplies - \$175,000
8. Rentals Equipment - \$180,000
9. Technical Services - \$42,550

## FY 2019 RISKS AND CHALLENGES

1. The EPA has mandated that the copper levels in the effluent to have no more than 4 micrograms per liter. This limit is beyond what the WWTP is currently able to provide. We are currently in the process of implementing a pilot treatment program which will use new chemicals to reduce copper levels. Until the pilot is complete the amount of chemicals needed is unknown.
2. The sewer collection system is significantly impacted by inflow and infiltration. These I/I flows limit capacity and increase operational costs for the department. Coastal areas are of significant importance, as coastal flooding has and can heavily skew annual flow averages. The Cedar Point project and others like it will reduce I/I but places a burden on staff.
3. The facility's discharge permit expires at the end of 2017. Measures have already been taken to renew the permit and to continue operating under the existing permit until a new one is issued. A new permit could bring with it more stringent discharge parameters that are hard to account for.

## DEPARTMENTAL ACCOMPLISHMENTS

1. The department is in the midst of a major maintenance overhaul. When possible, systems are identified and replaced with modernize equipment with the benefits of increasing efficiency or capacity and reducing ongoing maintenance or energy costs. The treatment plant has undergone extensive replacement and refurbishing of mechanical equipment. Thanks to the investment made in recent years the department has made substantial gains in restoring the WWTP and pump stations. These improvements will lead to reduced wear and tear on equipment, fewer and less severe overtime events, and reduced energy costs.
2. The plant water system has been replaced with a new system which utilizes VFD driven pumps which represent significant energy savings compared to the old system. This system is specifically designed to prevent the type of wear and tear that the old system was subject to.
3. Plan developed to address copper removal at the WWTP. The department is in the process of implementing a pilot program for copper removal. Plant staff has been instrumental to data gathering for this project. This new treatment system represents a substantial cost saving for the department. The treatment system proposed will only cost \$500,000 to implement. The next best alternative would have cost upwards of 15 Million dollars.
4. As part of a phased program, new SCADA equipment has been installed at the plant and pump stations to increase system resiliency and dependency and improve operator's response time to emergency events and conditions at the WWTP and pump stations. Further phases will both preserve operations and add capacity to include additional systems to SCADA. When complete, the new SCADA system will save the department money by increasing efficiency of operations and allowing for automation of systems.
5. New process control equipment has been added to tanks and wet wells to improve monitoring, control, and efficiency of treatment systems while decreasing wear and tear on equipment and decreasing energy costs.
6. The Town has entered into a community compact to begin studying the feasibility and potential cost / benefits to regionalizing sections of the sewer system with neighboring communities. The goal of this group is to provide new sewer services and increased sewer capacity for the North Scituate and Minot areas.
7. Digitizing of records. Office staff has taken it upon themselves to begin converting department's old paper records into digital format and is organizing a comprehensive spreadsheet of connection records.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
Sewer Use Fees	\$1,017,776	\$1,160,054	\$497,138	\$1,278,000	
Disposal Fees	\$263,694	\$257,958	\$144,642	\$239,000	
Connection Fees	\$273,000	\$77,000	\$28,000	\$120,000	*1
Permits/Licenses	\$2,425	\$2,350	\$435	\$2,400	
Tax lien	\$174,214	\$149,989	\$8,761	\$150,000	
Override	\$658,718	\$660,771	\$0	\$660,000	
Betterments	\$1,374,134	\$1,298,485	\$130,255	\$1,100,000	
Interest	\$6,961	\$8,048	\$4,246	\$6,000	
Misc.	\$11,677	\$16,739	\$3,147	\$5,000	
Total	\$3,782,599	\$3,631,394	\$816,624	\$3,681,150	

\*1. Due to project timelines, difficult to anticipate when connection fee revenue might become available.

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR:	2017	2018	2018	2019	2019	2019	PCT
SEWER ENTERPRISE	ACTUAL	ORIG BUD	REVISED BUD	Dept Req	Town Adm	BOS	CHANGE
0440 SEWER DEPT							
64440510 Sewer - Personal Services							
64440510 511000 REGULAR SA	329,118.75	441,666.00	441,666.00	449,652.00	449,652.00	.00	1.8%
64440510 512000 OVERTIME	59,278.56	37,544.00	37,544.00	38,111.00	38,111.00	.00	1.5%
64440510 513000 LONGEVITY	1,550.00	3,525.00	3,525.00	2,725.00	2,725.00	.00	-22.7%
64440510 514000 EDUCATIONA	2,950.00	4,500.00	4,500.00	2,500.00	2,500.00	.00	-44.4%
64440510 519000 SEASONAL S	4,914.00	4,000.00	4,000.00	4,400.00	4,400.00	.00	10.0%
64440510 519100 OTHER SALA	17,012.77	22,879.00	22,879.00	36,731.00	36,731.00	.00	60.5%
TOTAL Sewer - Personal Servi	414,824.08	514,114.00	514,114.00	534,119.00	534,119.00	.00	3.9%
64440520 Sewer - Purchase of Services							
64440520 521100 ELECTRICIT	283,518.00	310,000.00	310,000.00	310,000.00	300,000.00	.00	.0%
64440520 521300 NATURAL GA	21,842.40	24,000.00	24,000.00	24,000.00	24,000.00	.00	.0%
64440520 524100 OFFICE MAC	200.00	420.00	420.00	420.00	420.00	.00	.0%
64440520 524200 REPAIR & M	73,905.14	140,000.00	140,000.00	140,000.00	135,000.00	.00	.0%
64440520 524500 VEHICLE SE	850.00	1,000.00	1,000.00	1,000.00	1,000.00	.00	.0%
64440520 527100 RENTALS EQ	157,301.55	160,000.00	160,000.00	180,000.00	170,000.00	.00	12.5%
64440520 530800 TRAINING	1,750.00	4,000.00	4,000.00	4,000.00	4,000.00	.00	.0%
64440520 530900 TECHNICAL	28,221.83	28,000.00	28,000.00	42,550.00	42,550.00	.00	52.0%
64440520 532100 CONFERENCE	300.00	175.00	175.00	350.00	350.00	.00	100.0%
64440520 534100 TELEPHONE	4,835.42	5,000.00	5,000.00	6,000.00	6,000.00	.00	20.0%
64440520 534300 BINDING &	175.00	300.00	300.00	350.00	350.00	.00	16.7%
64440520 534400 POSTAGE &	230.75	300.00	300.00	300.00	300.00	.00	.0%
64440520 573100 PROFESSION	946.44	855.00	855.00	855.00	855.00	.00	.0%
TOTAL Sewer - Purchase of Se	574,076.53	674,050.00	674,050.00	709,825.00	684,825.00	.00	5.3%
64440540 Sewer - Materials & Supplies							
64440540 542000 OFFICE SUP	750.00	750.00	750.00	750.00	750.00	.00	.0%
64440540 542300 SUPPLIES	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	.00	.0%
64440540 542500 PRINTING &	100.00	100.00	100.00	300.00	300.00	.00	200.0%
64440540 543000 BUILDING S	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	.00	.0%
64440540 543100 EQUIPMENT	68,010.27	98,000.00	98,000.00	132,000.00	108,000.00	.00	34.7%
64440540 545100 CLEANING S	400.00	400.00	400.00	400.00	400.00	.00	.0%
64440540 548000 VEHICLE SU	500.00	500.00	500.00	500.00	500.00	.00	.0%
64440540 548100 FUELS & LU	8,798.47	9,000.00	9,000.00	9,000.00	9,000.00	.00	.0%
64440540 548400 TOOLS & EX	75.00	200.00	200.00	200.00	200.00	.00	.0%
64440540 550100 CHEMICAL &	99,927.50	105,500.00	105,500.00	175,000.00	106,000.00	.00	65.9%
64440540 558100 CLOTHING	3,600.00	4,200.00	4,200.00	4,200.00	4,200.00	.00	.0%

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: SEWER ENTERPRISE	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
TOTAL Sewer - Materials & Su	184,961.24	221,450.00	221,450.00	325,150.00	232,150.00	.00	46.8%
64440560 Sewer - Intragovernmental							
64440560 596000           INDIRECT C	206,553.00	238,646.00	238,646.00	241,985.00	241,985.00	.00	1.4%
TOTAL Sewer - Intragovernmen	206,553.00	238,646.00	238,646.00	241,985.00	241,985.00	.00	1.4%
64440580 Sewer - Capital Outlay							
64440580 585100           EQUIPMENT	3,276.00	5,000.00	5,000.00	.00	.00	.00	-100.0%
TOTAL Sewer - Capital Outlay	3,276.00	5,000.00	5,000.00	.00	.00	.00	-100.0%
64440590 Sewer - Debt							
64440590 591000           PRINCIPAL	1,824,379.57	1,859,897.00	1,859,897.00	1,908,427.00	1,908,427.00	.00	2.6%
64440590 591500           INTEREST O	357,077.94	291,389.00	291,389.00	253,593.00	253,593.00	.00	-13.0%
64440590 592000           OTHER DEBT	.00	.00	.00	14,476.00	14,476.00	.00	.0%
64440590 592500           INTEREST O	7,847.22	35,648.00	35,648.00	30,241.00	30,241.00	.00	-15.2%
TOTAL Sewer - Debt	2,189,304.73	2,186,934.00	2,186,934.00	2,206,737.00	2,206,737.00	.00	.9%
TOTAL SEWER DEPT	3,572,995.58	3,840,194.00	3,840,194.00	4,017,816.00	3,899,816.00	.00	4.6%
TOTAL SEWER ENTERPRISE	3,572,995.58	3,840,194.00	3,840,194.00	4,017,816.00	3,899,816.00	.00	4.6%

**Town of Scituate  
Sewer Enterprise Fund  
Indirect Costs  
Fiscal Year 2019 Budget**

Description	Basis	Allocation	%*	FY18 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	5.19%	497,493	25,821
Town Accountant	Processing of warrants etc.	Total FY16 budget	5.19%	361,981	18,787
Treas/Collector	Collections, bank rec., payroll etc.	Total FY16 budget	5.19%	380,867	19,768
Facilities Director		Personal Services budget	2.00%	92,406	1,848
Engineering Dept.	Engineering	1/8 of Engineer's Salary			10,427
DPW Admin. Dept.	Administration	1/5 of Director's Salary			23,627
Insurance	Building, Auto, Liability etc.	From Insurance Company			12,984
Group Insurance	Town's Share of group insurance	Actual Contribution FY17 rates			52,220
Medicare	Town's Share of medicare.	Actual FY17	1.45%		5,263
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	0.60%	94,611	568
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	1.56%	4,530,275	70,672
				6.3%	<b>241,985</b>

\* based on enterprise FY18 operating budget to total Town operating budget

Sewer Enterprise Fund

	FY12	FY13	FY14	FY15	FY16	DROUGHT FY17 *	FY18 budget	Dept FY19 budget	TA FY19 budget
<b>Revenue:</b>									
Tax Liens	24,136	10,821	8,368	28,921	40,668	34,382	10,000	10,000	10,000
Sewer Use Charges*	912,338	958,235	975,298	1,008,416	1,017,776	1,160,054	1,158,571	1,160,000	1,160,000
Septage Disposal Fees*	185,280	221,602	234,024	216,087	263,694	257,958	260,000	260,000	260,000
Interest/Penalties	9,244	5,059	8,876	10,588	6,961	8,048	6,000	6,000	6,000
Sewerage Permits/Licenses	9,586	2,780	8,000	3,350	2,425	2,350	2,400	2,400	2,400
Sewer Connection Fees	25,000	103,000	182,000	196,000	273,000	77,000	185,000	120,000	120,000
Sewer Liens/Committed Interest	121,095	142,602	125,536	129,357	133,573	109,348	130,000	130,000	130,000
Interest Income	3,884	6,097	5,291	6,054	10,474	15,012	5,500	5,500	5,500
Misc	203	(5,557)	-	8,866	11,677	7,731	-	-	-
<b>Total Revenue</b>	<b>1,290,766</b>	<b>1,444,640</b>	<b>1,547,392</b>	<b>1,607,638</b>	<b>1,760,248</b>	<b>1,671,883</b>	<b>1,757,471</b>	<b>1,693,900</b>	<b>1,693,900</b>
<b>Expenses:</b>									
Personal Services	415,525	416,571	420,552	427,478	418,474	414,824	514,114	527,764	534,119
Purchase of Services	466,271	398,940	486,410	773,601	636,760	617,189	674,050	709,825	684,825
Materials & Supplies	166,365	184,945	188,255	222,069	219,950	199,917	221,450	325,150	232,150
Indirect Costs	189,373	196,857	199,962	187,777	193,115	206,553	238,646	241,985	241,985
Capital Outlay	-	-	-	-	-	3,276	5,000	-	-
Transfer to Sewer Stabilization Fund	-	-	-	-	-	-	-	-	-
Capital Articles	-	-	25,000	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>1,237,534</b>	<b>1,197,313</b>	<b>1,320,178</b>	<b>1,610,925</b>	<b>1,468,299</b>	<b>1,441,758</b>	<b>1,653,260</b>	<b>1,804,724</b>	<b>1,804,724</b>
<b>Surplus/(Deficit) before debt payments</b>	<b>53,232</b>	<b>247,327</b>	<b>227,214</b>	<b>(3,287)</b>	<b>291,950</b>	<b>230,124</b>	<b>104,211</b>	<b>(110,824)</b>	<b>(110,824)</b>
Debt Exclusion	630,948	666,615	652,202	660,974	658,718	660,771	655,710	672,611	672,611
Debt Service	(919,436)	(805,942)	(940,855)	(925,403)	(918,268)	(897,538)	(903,602)	(935,188)	(935,188)
<b>Total Surplus/(Deficit) before Betterments</b>	<b>(235,256)</b>	<b>108,001</b>	<b>(61,439)</b>	<b>(267,716)</b>	<b>32,400</b>	<b>(6,642)</b>	<b>(143,681)</b>	<b>(373,401)</b>	<b>(373,401)</b>
<b>Betterments</b>									
Revenue									
Added to Taxes	1,255,682	825,266	1,058,087	861,296	1,120,904	1,055,334	1,000,000	950,000	950,000
Paid in Advance	-	144,562	806,770	433,115	253,230	243,151	100,000	200,000	200,000
Betterment Deferrals	-	-	-	-	-	6,259	-	-	-
Debt Service	(1,093,645)	(1,061,110)	(1,271,275)	(1,306,974)	(1,297,526)	(1,291,767)	(1,283,332)	(1,271,549)	(1,271,549)
<b>Net Betterments</b>	<b>162,037</b>	<b>(91,282)</b>	<b>593,581</b>	<b>(12,563)</b>	<b>76,607</b>	<b>12,978</b>	<b>(183,332)</b>	<b>(121,549)</b>	<b>(121,549)</b>
<b>Net Surplus/(Deficit)</b>	<b>(73,219)</b>	<b>16,718</b>	<b>532,142</b>	<b>(280,279)</b>	<b>109,007</b>	<b>6,335</b>	<b>(327,013)</b>	<b>(494,950)</b>	<b>(494,950)</b>
Unappropriated Certified Retained Earnings as of November 15, 2017	-	-	-	-	-	-	-	803,858	803,858
Less amt needed to balance FY19 budget	-	-	-	-	-	-	-	(494,950)	(494,950)
Less amt to be used for FY19 Capital	-	-	-	-	-	-	-	(198,560)	(198,560)
<b>Balance of Retained Earnings after FY19 ATM</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>110,348</b>	<b>110,348</b>

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**TOWN OF SCITUATE**

**FY 2019 BUDGET**

**DEPARTMENT: DPW Water Division - 450**

**MISSION STATEMENT:**

The Water Division endeavors to provide the highest quality drinking water in sufficient quantities and pressure to meet the personal, commercial and firefighting needs of the community at reasonable and sustainable rates.

**FY 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**

1. Initiate and continue major water system improvement projects.
  - a. Replacement of pre-1935 smaller diameter water mains.
  - b. Town wide flushing program, increasing frequency to bi-annual in 2018.
2. Increase level of certification and training for current and new Water Division operators.
  - a. Have staff attend Distribution educational classes to increase level of required licensing.
3. Implement fees for routine services not currently billed, ex. sales reads, seasonal shut offs and turn ons.
  - a. Review fee schedules for surrounding towns as basis for proposed increases.
  - b. Review and propose increases to Humarock residents based on costs incurred for water resources.
  - c. Enforce monitoring and fees for restriction violations.
4. Perform leak detection services on distribution system focusing on Humarock area to be completed by 7/1/2018.
5. Increase level of certification and training for current and new Water Distribution operators.
  - a. Staff to attend Distribution certification and educational classes required for licensing.

**MAJOR BUDGET COMPONENTS**

Debt Service	\$1,749,204.00	44.82 %
Personnel Cost	\$ 961,477.00	24.63 %
Utilities and Fuel	\$ 309,500.00	7.93 %
Intergovernmental	\$ 362,939.00	9.30 %
Chemicals/Lab Supplies	\$ 250,000.00	6.41 %
Pipes, fittings, etc.	\$ 102,000.00	2.61 %
Service & Repairs	\$ 98,500.00	2.52 %
Technical Services	\$ 68,500.00	1.76 %

**FY 2019 RISKS AND CHALLENGES**

- Meeting streamflow guidelines for the First Herring Brook from the reservoir while maintaining a sufficient supply for drinking water which affects other department initiatives, ex. flushing.

- Changes in regulatory requirements causing additional expense for water testing.
- Maintaining current staffing levels.
- Lack of certified operators.
- Performing a water main flushing program without causing significant disruption and discolored water complaints.
- Monitor adherence to seasonal water restrictions with current staffing levels.
- Educating residents on water conservation in a positive and proactive way.
- Educating and training new and current employees.
- Meeting future water demand usage based on current level of new construction and population increase.
- Safety, education and training of both Distribution and Treatment Operators.

## DEPARTMENTAL ACCOMPLISHMENTS

- Met all regulatory requirements of the DEP and EPA.
- Replaced meters with radio read meters in approximately 260 homes as part of ongoing meter replacement program.
- Fully replaced the granular activate carbon at Water Treatment plant.
- Replaced 7 miles of pre 1935 cast iron water mains on Common Street, Whitcomb Road, Damon Lane, Cherry Lane, Buttonwood Lane, Tilden Road, Cornet Stetson Road, Old Oaken Bucket Road, Country Way, Mordecai Lincoln Road, Hatherly Road, Grasshopper Lane, Bailey's Causeway, Grove Street, Old Gannett Road, Neal Gate Street, Bridge Avenue, and Ocean Avenue.
- Discovered a weakness in the ability to isolate distribution tank at Pinchin Hill. Added a proposal to the Capital Plan to resolve.
- Implemented, educated and enforced water restrictions due to drought.
- Discovered a deficiency in chemical bulk storage tanks and piping and presented an improvement plan to be added to the Capital Plan.
- Redeveloped Wells 10, 11 and 18 to increase withdrawal capacity.
- Inspected and cleaned both Pinchin Hill and Mann Lot tanks of sediment to improve water quality.
- Restructured administrative office team and improved work flow processes and cross training.
- Replaced one distribution operator.
- Replaced 54 water services and repaired 7 water main breaks.
- Implemented rate study in conjunction with Sewer Department to assist in meeting goals.
- Created plan to install satellite well at Well 22 to regain maximum capacity.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
Water Use Charges	3,671,084.63	3,644,209.61	1,320,042.69	3,500,000.00	
Water Liens	432,979.40	338,181.26	6,615.51	386,000.00	
Water Installations	280,500.00	127,500.00	93,500.00	130,000.00	
Tax Liens	16,662.28	37,158.90	6,531.56	20,000.00	
Interest/Penalties	11,457.00	12,951.13	4,435.52	12,500.00	
Earnings on Investments	43,517.00	57,836.36	8,827.00	10,000.00	
OTHER:					
Premium Sale of Bonds	8,646.41				
Miscellaneous					
Transfer Spec Rev					
	4,464,846.72	4,217,827.26	1,439,952.28	4,058,500.00	

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: WATER ENTERPRISE	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
<b>0450 WATER DEPT</b>							
<b>65450510 Water - Personal Services</b>							
65450510 511000 REGULAR SA	715,863.99	824,543.00	824,543.00	805,826.00	805,826.00	.00	-2.3%
65450510 512000 OVERTIME	85,575.37	106,750.00	106,750.00	108,518.00	108,518.00	.00	1.7%
65450510 512500 STANDBY	20,415.92	18,913.00	18,913.00	18,877.00	18,877.00	.00	-.2%
65450510 513000 LONGEVITY	6,725.00	6,300.00	6,300.00	3,253.00	3,253.00	.00	-48.4%
65450510 514000 EDUCATIONA	.00	1,150.00	1,150.00	2,400.00	2,400.00	.00	108.7%
65450510 519000 SEASONAL S	2,340.00	5,805.00	5,805.00	5,940.00	5,940.00	.00	2.3%
65450510 519100 OTHER SALA	17,718.47	18,288.00	18,288.00	16,798.00	16,798.00	.00	-8.1%
<b>TOTAL Water - Personal Servi</b>	<b>848,638.75</b>	<b>981,749.00</b>	<b>981,749.00</b>	<b>961,612.00</b>	<b>961,612.00</b>	<b>.00</b>	<b>-2.1%</b>
<b>65450520 Water - Purchase of Services</b>							
65450520 521100 ELECTRICIT	193,679.26	250,000.00	250,000.00	250,000.00	250,000.00	.00	.0%
65450520 521300 NATURAL GA	13,039.52	21,000.00	21,000.00	21,000.00	21,000.00	.00	.0%
65450520 523100 WATER/SEWE	.00	.00	.00	.00	.00	.00	.0%
65450520 524200 REPAIR & M	76,042.88	90,000.00	90,000.00	90,000.00	90,000.00	.00	.0%
65450520 524500 VEHICLE SE	6,249.91	8,500.00	8,500.00	8,500.00	8,500.00	.00	.0%
65450520 527100 EQUIPMENT	23,157.70	26,000.00	26,000.00	26,000.00	26,000.00	.00	.0%
65450520 530900 TECHNICAL	68,500.00	68,500.00	128,500.00	68,500.00	68,500.00	.00	.0%
65450520 532100 CONFERENCE	3,990.00	3,500.00	3,500.00	5,000.00	5,000.00	.00	42.9%
65450520 534100 TELEPHONE	13,469.57	14,000.00	14,000.00	14,000.00	14,000.00	.00	.0%
65450520 534300 BINDING &	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	.00	.0%
65450520 534400 POSTAGE &	18,101.16	17,200.00	17,200.00	18,000.00	18,000.00	.00	4.7%
65450520 534600 LEGAL ADVE	500.00	500.00	500.00	1,500.00	1,500.00	.00	200.0%
65450520 538900 INTERDEPAR	13,361.92	14,500.00	14,500.00	14,500.00	14,500.00	.00	.0%
65450520 571100 MILEAGE RE	390.38	200.00	200.00	200.00	200.00	.00	.0%
65450520 573100 PROFESSION	1,154.61	2,500.00	2,500.00	2,500.00	2,500.00	.00	.0%
<b>TOTAL Water - Purchase of Se</b>	<b>445,636.91</b>	<b>530,400.00</b>	<b>590,400.00</b>	<b>533,700.00</b>	<b>533,700.00</b>	<b>.00</b>	<b>.6%</b>
<b>65450540 Water - Materials &amp; Supplies</b>							
65450540 542000 OFFICE SUP	2,095.89	2,300.00	2,300.00	3,000.00	3,000.00	.00	30.4%
65450540 542300 SUPPLIES	108,174.21	102,000.00	102,000.00	102,000.00	102,000.00	.00	.0%
65450540 542500 PRINTING &	92.05	175.00	175.00	300.00	300.00	.00	71.4%
65450540 543000 BUILDING S	1,149.31	575.00	575.00	43,500.00	1,575.00	.00	7465.2%
65450540 543100 EQUIPMENT	12,932.74	15,000.00	15,000.00	15,000.00	15,000.00	.00	.0%
65450540 545100 CLEANING S	784.42	800.00	800.00	1,500.00	1,500.00	.00	87.5%
65450540 548000 VEHICLE SU	7,448.95	6,500.00	6,500.00	6,500.00	6,500.00	.00	.0%
65450540 548100 FUELS & LU	18,483.86	24,500.00	24,500.00	24,500.00	24,500.00	.00	.0%

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: WATER ENTERPRISE	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
65450540 548400 TOOLS & EX	5,683.36	2,500.00	2,500.00	2,500.00	2,500.00	.00	.0%
65450540 550100 CHEMICALS	178,647.61	250,000.00	250,000.00	250,000.00	250,000.00	.00	.0%
65450540 558100 CLOTHING	6,500.00	6,850.00	6,850.00	6,850.00	6,850.00	.00	.0%
TOTAL Water - Materials & Su	341,992.40	411,200.00	411,200.00	455,650.00	413,725.00	.00	10.8%
65450560 Water - Intragovernmental							
65450560 560200 CHARGES &	328,337.09	326,980.00	326,980.00	342,000.00	342,000.00	.00	4.6%
TOTAL Water - Intragovernmen	328,337.09	326,980.00	326,980.00	342,000.00	342,000.00	.00	4.6%
65450561 Water - Intergovernmental							
65450561 596000 INDIRECT C	323,551.00	342,684.00	342,684.00	362,939.00	362,939.00	.00	5.9%
TOTAL Water - Intergovernmen	323,551.00	342,684.00	342,684.00	362,939.00	362,939.00	.00	5.9%
65450580 Water - Capital Outlay							
65450580 585100 EQUIPMENT	55,250.00	18,000.00	18,000.00	18,000.00	18,000.00	.00	.0%
65450580 585300 OFFICE EQU	2,353.59	1,500.00	1,500.00	3,500.00	3,500.00	.00	133.3%
TOTAL Water - Capital Outlay	57,603.59	19,500.00	19,500.00	21,500.00	21,500.00	.00	10.3%
65450590 Water - Debt							
65450590 591000 PRINCIPAL	978,400.00	955,000.00	955,000.00	905,000.00	905,000.00	.00	-5.2%
65450590 591500 INTEREST O	728,939.36	690,309.00	690,309.00	651,209.00	651,209.00	.00	-5.7%
65450590 592500 INTEREST S	26,366.67	130,429.00	130,429.00	174,963.00	174,963.00	.00	34.1%
TOTAL Water - Debt	1,733,706.03	1,775,738.00	1,775,738.00	1,731,172.00	1,731,172.00	.00	-2.5%
TOTAL WATER DEPT	4,079,465.77	4,388,251.00	4,448,251.00	4,408,573.00	4,366,648.00	.00	.5%
TOTAL WATER ENTERPRISE	4,079,465.77	4,388,251.00	4,448,251.00	4,408,573.00	4,366,648.00	.00	.5%

**Town of Scituate  
Water Enterprise Fund  
Indirect Costs  
Fiscal Year 2019 Budget**

Description	Basis	Allocation	%*	FY18 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	5.83%	497,493	32,154
Town Accountant	Processing of warrants etc.	Total FY18 budget	5.83%	361,981	21,116
Treas/Collector	Collections, bank rec., payroll etc.	Total FY18 budget	5.83%	380,867	22,218
Facilities Director		Personal Services budget	2.00%	92,406	1,848
Engineering Dept.	Engineering	1/8 of Engineer's Salary			10,427
DPW Admin. Dept.	Administration	1/5 of Director's Salary			23,627
Insurance	Building,Auto, Liability etc.	From Insurance Company			40,231
Group Insurance	Town's Share of group insurance	Actual Contribution FY17 rates			65,854
Medicare	Town's Share of medicare	Actual FY17	1.45%		11,411
OPEB	Eligible -ees/total eligible X OPEB cost	Based on most recent actuary %	1.87%	94,611	1,769
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	2.92%	4,530,275	132,284
				8.3%	<b>362,939</b>

\* based on enterprise FY18 operating budget to total Town operating budget

**Water Enterprise Fund**

	FY12	FY13	FY14	FY15	FY16	DROUGHT FY17	FY18 budget*	Dept FY19 budget	TA FY19 budget
<b>Revenue:</b>									
Tax Liens	15,003	11,069	18,355	13,199	16,662	37,159	13,200	13,200	13,200
Water Use Charges*	2,079,709	2,324,066	2,573,923	3,132,137	3,671,085	3,644,210	3,471,085	3,471,085	3,471,085
Water Installation	111,000	152,750	200,075	228,520	280,500	127,500	250,000	200,000	200,000
Interest/Penalties	5,265	5,788	6,488	8,827	11,457	12,951	5,000	5,000	5,000
Water Liens/Committed Interest	270,047	285,202	310,975	310,661	432,979	338,181	310,000	310,000	310,000
Interest Income	6,474	3,760	10,034	14,251	43,517	57,836	8,827	8,827	8,827
Misc	6,218	23,071	4,145	1,171,797	8,646	43,968	-	-	-
<b>Total Revenue</b>	<b>2,493,716</b>	<b>2,805,706</b>	<b>3,123,994</b>	<b>4,879,392</b>	<b>4,464,847</b>	<b>4,261,805</b>	<b>4,058,112</b>	<b>4,008,112</b>	<b>4,008,112</b>
<b>Expenses:</b>									
Personal Services	672,234	700,889	724,258	761,546	823,881	848,639	981,749	961,477	961,612
Purchase of Services	447,749	437,182	448,260	527,957	525,679	447,507	530,400	533,700	533,700
Materials & Supplies	399,459	427,956	400,540	680,988	323,529	342,039	411,200	455,650	413,725
Marshfield Water	99,645	270,408	266,597	297,512	257,060	328,337	326,980	342,000	342,000
Indirect Costs	215,984	239,521	244,300	257,529	299,580	323,551	342,684	362,939	362,939
Capital Outlay	19,934	17,412	22,972	15,702	25,680	57,604	19,500	21,500	21,500
Capital Articles	450,000								
<b>Total Operating Expenses</b>	<b>2,305,005</b>	<b>2,093,367</b>	<b>2,106,927</b>	<b>2,541,235</b>	<b>2,255,408</b>	<b>2,347,676</b>	<b>2,612,513</b>	<b>2,677,266</b>	<b>2,635,476</b>
<b>Surplus/(Deficit) before debt payments</b>	<b>188,711</b>	<b>712,339</b>	<b>1,017,067</b>	<b>2,338,157</b>	<b>2,209,439</b>	<b>1,914,129</b>	<b>1,445,599</b>	<b>1,330,846</b>	<b>1,330,846</b>
Debt Service	588,479	588,314	703,225	688,912	1,576,996	1,733,706	1,775,738	1,749,204	1,749,204
<b>Total Surplus/(Deficit)</b>	<b>(399,768)</b>	<b>124,025</b>	<b>313,842</b>	<b>1,649,245</b>	<b>632,443</b>	<b>180,423</b>	<b>(330,139)</b>	<b>(418,358)</b>	<b>(418,358)</b>
Unappropriated Certified Retained Earnings as of November 15, 2017								508,547	508,547
Less amt needed to balance FY19 budget								(418,358)	(418,358)
Less amt to be used for FY19 Capital								(169,000)	(169,000)
<b>Balance of Retained Earnings after FY19 ATM</b>								<b>(78,811)</b>	<b>(78,811)</b>

\*10% reduction in usage in first quarter of FY17 due to conservation and drought restrictions

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## TOWN OF SCITUATE

### FY 2019 BUDGET

### DEPARTMENT: 298 HARBORMASTER

#### MISSION STATEMENT:

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 2019 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Increase effectiveness of department through training and education
  - a. Review plans with SFD, SPD on key locations to efficiently reduce response times. July-2018
  - b. Train with local maritime agencies to provide the best possible service to the mariners of the Scituate waterways. October-2018
  - c. Work with Fire and Police Chiefs to enhance emergency response service on the waterways. January-2019
  - d. Develop training schedule for Harbormaster staff. April-2019
  
2. Training Assistant Harbormasters to improve, enhance positive customer service experience
  - a. Educate Assistant Harbormasters on proper business phone etiquette. July-2018
  - b. Continue to work with assistants in how to interact with the public. October-2018
  - c. Educate and train assistants on how to maintain a professional composure during difficult situations with patrons. April-2019
  - d. Positive reinforcement with the staff of the importance of a positive customer experience. Ongoing
  
3. Promote and encourage water-dependent uses of Scituate Harbor and town owned properties
  - a. Assign moorings as soon as they are relinquished. Ongoing
  - b. Expand investments that support water-dependent uses of the harbor, Cole Parkway Marina, Scituate Marine Park October-2018
  - c. Work with the Commercial Fishermen to increase the use of the Town pier. January-2019
  - d. Review all mooring and slip documents provided by permit holder to ensure the use of the moorings and slips by permit holder. April-2019
  
4. Review, protect and restore natural resources
  - a. Work with DMF to open Scituate Harbor for Shellfish. July-2018
  - b. Promote pump-out program through education, utilization of CVA boat and pump-out dock. October-2018
  - c. Work on new shellfish propagation project, up-weller, permits and plans at HM pier. January-2019
  - d. Set up ongoing schedule for dredging the different areas of Scituate. April-2019



## MAJOR BUDGET COMPONENTS

Personnel	\$390,614	36%
Debt Services	\$386,427	35%
Services	\$101,569	9%
Boat Repairs	\$70,000	6%
Supplies/Materials	\$48,025	6%
Electricity	\$37,310	3%
Marine Park O&M	\$25,524	2%
Fuel	\$18,000	2%
New Inflatable/Equipment	\$11,300	1%

## FY 2019 RISKS AND CHALLENGES

### Dock Rehabilitation

We are undergoing a major change at Cole Parkway Marina in the way that we are securing the docks. Over the past 40 years they have been secured by a chain and stone system. We are changing to a pile supported system by removing and replacing the existing pier with a much longer gangway, to meet ADA compliance. The pier would be placed off to the side, adding piles to hold the marina in place and remove the stones. One of the foremost risks is ice. We are attempting to mitigate the risk, by installing deicers in the wintertime. We will no longer be required to remove the docks from the water and placing them in the parking lot. This is a safer and cost effective way to address the opening and closing of the marina. It also addresses the long time issue by residents, visitors and business alike of unappealing storage of the floats in the parking lot during the off season.

### Boat Fires

Unit 3, which is an aging Harbormaster boat, is costing thousands of dollars each year to keep operational. It houses the only fire pump on the waterways Scituate. Over the past few years there have been several major boat fires in other towns around us, we have been very fortunate there has not been any incidents of this type in Scituate in many years. The major challenge is keeping this both dependable and operational. Unit 3 was never designed as a fire boat, it was as a patrol boat in Marshfield that was liquidated and replaced with a new patrol boat. It was modified to hold a portable fire pump on deck. The pump gets saltwater on the exterior while underway and is difficult to keep in working order. The maintenance of pump is done weekly during the boating season to insure it is functional; repairs to pump are made regularly. It's an antiquated system for the job at hand.

### South River Dredge

South River dredge project, permits, funding and easements. This project is been ongoing for a number of years, and has been an uphill battle the whole way. The opening to the South River is getting narrower and becoming more difficult to navigate. This makes it extremely challenging for the fishermen and recreational boaters alike to get their boats in and out of the South River. With the Commonwealths bond rating, it may be difficult to secure State grant funding for this project and may have to come from the Scituate Waterways Enterprise Fund and Town of Marshfield or be scaled back to a smaller more economical project.

## DEPARTMENTAL ACCOMPLISHMENTS

- \*Installed emergency electricity shut off switch for Cole Parkway Marina.
- \*Educated staff on how to better relate with the patrons and residents at the harbor.
- \*Awarded \$560,000 grant from Seaport Economic Council for Cole Parkway Marina rehabilitation/pile project.
- \*Worked with Town Engineer, Coastal Resource Officer on Cole Parkway project.
- \*Applied for a grant for ADA ramp at Cole Parkway Marina.
- \*Replaced loose and missing boards, repaired marina docks, floats and ramps, to make marinas safer.
- \*Maintained public restrooms and showers at Cole Parkway Marina and Scituate Maritime Center.
- \*Maintained commercial pier hoists, OCHA compliance and kept the area neat and picked up.
- \*Updated electric system/disconnects at Maritime Center.
- \*Removed old electric shed at Maritime Center.
- \*Weeded and mowed the areas around the Cole Parkway Marina and Maritime Center.
- \*Patrolled waterways daily throughout the boating season.
- \*Maintained and picked up debris in the waterways.
- \*Maintained the Harbormaster boats and kept them in good working order.
- \*Worked with the Scituate Police and USCG during water rescue.
- \*Trained with Scituate FD with Unit 3 Fire pump.
- \*Attended all monthly meeting Waterways meetings to promote, and enhance Scituate Waterways.
- \*Worked with Waterways Committee on enhancing the waterways in Scituate.
- \*Completed DMF Small Grant for LED lighting at Cole Parkway and boat ramp.
- \*Reached out to all marina owners and clubs to address their concerns.
- \*Attended small boat and marina fire training with Cape and Island Harbormaster Association.
- \*Sent Assistant Harbormasters to BoSAR course (search and rescue) with Cape and Island Harbormaster Association
- \*Attended with AHMs death and missing person investigations presentation with Cape and Island Harbormaster Association
- \*Dramatically increased compliance with patrons of required documentation moorings.
- \*Change the terms of payments which has reduced past due balances by patrons.
- \*Designed and implemented new mooring waitlist procedures which have increased revenue.
- \*Worked with consultant, past major overhaul of mooring rules and regulations, which benefited all.
- \*Past amendment to by-laws at Town meeting, issuing State and Federal laws and regulations.
- \*Trained staff with other departments and agencies on oil spill protocol as directed by MA DEP.
- \*Successfully executed oil spill response properly to multiple oil spills.
- \*Removed and replaced flag pole at the Town pier.

DESCRIPTION OF REVENUE	FY16	FY17	FY18 YTD	FY19 Projected	Comments
Slip/Dinghy Fees	\$675,383.50	\$673,380.00	\$66,850.00	\$675,000.00	
Moorings/Chapter 10A	\$78,426.00	\$114,642.00	\$8,303.00	\$114,000.00	
Waterways Maintenance User Fe	\$150,500.00	\$160,750.00	\$49,670.00	\$160,000.00	
Town Pier Dockage	\$12,338.00	\$27,200.00	\$3,950.00	\$27,000.00	
Tie-ups	\$18,924.00	\$23,742.00	\$14,120.00	\$23,000.00	
Mooring Applications	\$5,706.00	\$3,690.00	\$3,920.00	\$3,700.00	
Ice	\$3,530.00	\$3,126.15	\$2,411.00	\$3,500.00	
Boat Yard/USCG Lease	\$143,501.96	\$136,440.64	\$75,556.83	\$143,500.00	
Pumpout Program	\$9,400.47	\$25,879.76	\$10,164.56	\$10,500.00	
Interest on Earnings	\$5,576.38	N/A	N/A	N/A	
Misc Fees, Tickets	\$40.00	\$100.00	\$0.00	\$500.00	
Excise Tax	\$40,691.54	\$39,761.12	\$0.00	\$40,000.00	
<u>Maritime Center</u>	<u>\$31,225.00</u>	<u>\$39,425.00</u>	<u>\$8,300.00</u>	<u>\$39,000.00</u>	
	\$1,175,242.85	\$ 1,248,136.67	\$243,245.39	\$1,239,700.00	
<b><u>Grants &amp; Donations</u></b>				<b><i>Balance</i></b>	
SAC Town Pier Rehab Survey	\$12,611.43	\$0.00	\$0.00	\$0.00	
SAC Grant Town Pier Rehab	\$146,990.85	\$40,394.88	\$7,274.90	\$32,560.98	
Marine Fisheries Grant	\$0.00	\$0.00	\$0.00	\$12,695.00	
Harbor Dredging	\$0.00	\$3,799.69	\$0.00	\$3,799.69	
DCR SR Dredge Grant	\$44,962.80	\$20,639.98	\$0.00	\$23,852.77	
Harborwalk/Gift Account	\$0.00	\$0.00	\$0.00	\$4,211.06	
Seaport Economic Grant	\$0.00	\$0.00	\$48,395.78	\$16,533.00	
Shellfish Donation	\$0.00	\$25.00	\$0.00	\$25.00	
Richard Clay Bequest	\$0.00	\$0.00	\$0.00	\$644.38	

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: WATERWAYS ENTERPRISE	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
0298 WATERWAYS							
66298510 Waterways - Personal Services							
66298510 511000 REGULAR SA	190,805.77	194,674.00	194,674.00	202,564.00	202,564.00	.00	4.1%
66298510 512000 OVERTIME	5,654.33	4,500.00	4,500.00	4,636.00	4,636.00	.00	3.0%
66298510 513000 LONGEVITY	500.00	1,300.00	1,300.00	1,600.00	1,600.00	.00	23.1%
66298510 519000 SEASONAL S	176,147.47	177,371.00	177,371.00	178,357.00	178,357.00	.00	.6%
66298510 519100 OTHER SALA	1,073.60	3,643.00	3,643.00	3,457.00	3,457.00	.00	-5.1%
TOTAL Waterways - Personal S	374,181.17	381,488.00	381,488.00	390,614.00	390,614.00	.00	2.4%
66298520 Waterways - Purchase of Servic							
66298520 521100 ELECTRICIT	18,242.04	27,310.00	27,310.00	37,310.00	37,310.00	.00	36.6%
66298520 524100 OFFICE MAC	7.29	500.00	500.00	500.00	500.00	.00	.0%
66298520 524200 REPAIR & M	49,242.76	50,000.00	50,000.00	60,350.00	60,350.00	.00	20.7%
66298520 529100 RUBBISH RE	4,119.12	6,200.00	6,200.00	6,550.00	6,550.00	.00	5.6%
66298520 530100 MARINE PAR	23,774.46	20,000.00	20,000.00	25,524.00	25,524.00	.00	27.6%
66298520 530800 TRAINING	895.00	650.00	650.00	650.00	650.00	.00	.0%
66298520 530900 TECHNICAL	14,204.54	17,000.00	17,000.00	19,000.00	19,000.00	.00	11.8%
66298520 532100 CONFERENCE	.00	.00	.00	.00	.00	.00	.0%
66298520 534100 TELEPHONE	695.61	625.00	625.00	725.00	725.00	.00	16.0%
66298520 534300 BINDING &	703.00	2,000.00	2,000.00	2,000.00	2,000.00	.00	.0%
66298520 534400 POSTAGE &	777.35	1,500.00	1,500.00	1,500.00	1,500.00	.00	.0%
66298520 534600 LEGAL ADVE	.00	.00	.00	.00	.00	.00	.0%
66298520 571100 MILEAGE RE	50.10	50.00	50.00	120.00	120.00	.00	140.0%
66298520 573100 PROFESSION	175.00	300.00	300.00	300.00	300.00	.00	.0%
66298520 596000 INDIRECT C	55,731.00	78,199.00	78,199.00	79,874.00	79,874.00	.00	2.1%
TOTAL Waterways - Purchase o	168,617.27	204,334.00	204,334.00	234,403.00	234,403.00	.00	14.7%
66298540 Waterways - Materials & Suppli							
66298540 542000 OFFICE SUP	767.51	750.00	750.00	750.00	750.00	.00	.0%
66298540 542300 SUPPLIES	22,953.77	30,000.00	30,000.00	36,500.00	32,500.00	.00	21.7%
66298540 542500 PRINTING &	607.50	500.00	500.00	575.00	575.00	.00	15.0%
66298540 543000 BUILDING S	4,119.96	3,000.00	3,000.00	3,000.00	3,000.00	.00	.0%
66298540 545100 CLEANING S	1,654.54	2,000.00	2,000.00	2,500.00	2,500.00	.00	25.0%
66298540 546200 LANDSCAPIN	537.42	800.00	800.00	1,600.00	1,600.00	.00	100.0%
66298540 548100 FUELS & LU	15,468.53	16,000.00	16,000.00	18,000.00	18,000.00	.00	12.5%
66298540 558100 CLOTHING	2,091.73	2,000.00	2,000.00	3,100.00	3,100.00	.00	55.0%
TOTAL Waterways - Materials	48,200.96	55,050.00	55,050.00	66,025.00	62,025.00	.00	19.9%
66298580 Waterways - Capital Outlay							
66298580 585100 EQUIPMENT	2,626.44	3,000.00	3,000.00	3,300.00	3,300.00	.00	10.0%

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Town of Scituate  
NEXT YEAR BUDGET COMPARISON REPORT

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bgnyrpts

PROJECTION: 19001 FY 2019 TOWN WIDE BUDGET

FOR PERIOD 99

ACCOUNTS FOR: WATERWAYS ENTERPRISE	2017 ACTUAL	2018 ORIG BUD	2018 REVISED BUD	2019 Dept Req	2019 Town Adm	2019 BOS	PCT CHANGE
66298580 588200      CAPTIAL RE	4,898.98	5,000.00	5,000.00	8,000.00	8,000.00	.00	60.0%
TOTAL Waterways - Capital Ou	7,525.42	8,000.00	8,000.00	11,300.00	11,300.00	.00	41.3%
66298590 Waterways - Debt							
66298590 591000      PRINCIPAL	317,000.00	300,000.00	300,000.00	315,000.00	315,000.00	.00	5.0%
66298590 591500      INTEREST O	85,687.59	78,064.00	78,064.00	66,064.00	66,064.00	.00	-15.4%
66298590 592500      INTEREST O	2,448.33	4,375.00	4,375.00	4,861.00	4,861.00	.00	11.1%
TOTAL Waterways - Debt	405,135.92	382,439.00	382,439.00	385,925.00	385,925.00	.00	.9%
TOTAL WATERWAYS	1,003,660.74	1,031,311.00	1,031,311.00	1,088,267.00	1,084,267.00	.00	5.5%
TOTAL WATERWAYS ENTERPRISE	1,003,660.74	1,031,311.00	1,031,311.00	1,088,267.00	1,084,267.00	.00	5.5%
GRAND TOTAL	84,823,800.99	87,955,051.00	88,075,051.00	53,916,573.81	53,193,879.00	.00	-38.7%

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**Town of Scituate  
Waterways Enterprise Fund  
Indirect Costs  
Fiscal Year 2019 Budget**

Description	Basis	Allocation	%*	FY18 Budget	Total
Town Administrator	Administrative, budget, labor counsel, CPO	Personal Services budget	1.19%	497,493	5,932
Town Accountant	Processing of warrants etc.	Total FY18 budget	1.19%	361,981	4,316
Treas/Collector	Collections, bank rec., payroll etc.	Total FY18 budget	1.19%	380,867	4,542
Assessors	Clerk in charge of Boat Excise	1/2 of clerk's salary.	50.00%	18,215	9,108
Facilities Director		Personal Services budget	2.00%	92,406	1,848
Insurance	Building,Auto, Liability etc.	From Insurance Company			4,931
Group Insurance	Town's Share of group insurance	Actual Contribution FY17 rates			25,323
Medicare	Town's Share of medicare	Actual FY17	1.45%		4,535
OPEB	OPEB liability	Based on most recent actuary %	0.33%	94,611	312
Pensions and Retirement	Penison Costs	Based on actuarial breakdown done for PCRS	0.42%	4,530,275	19,027
				7.7%	<b>79,874</b>

\* based on enterprise FY18 operating budget to total Town operating budget

**Waterways Enterprise Fund**

	FY12	FY13	FY14	FY15	FY16	FY17	FY18 budget	Dept FY19 budget	TA FY19 budget
<b>Revenue:</b>									
Boat Excise	41,136	36,042	39,816	40,360	40,692	39,761	39,500	39,500	39,500
Slip Fees	652,205	643,385	666,140	660,864	675,384	673,380	660,000	660,000	660,000
Mooring Fees	101,994	93,585	99,692	115,720	78,426	114,642	100,000	100,000	100,000
Marina User Fees*	73,475	77,000	74,125	78,000	150,500	160,750	150,500	150,500	150,500
Town Pier Fees	22,900	12,300	14,590	11,800	12,338	27,200	12,000	12,000	12,000
Overnight Tie-ups	29,614	29,242	33,278	16,415	18,924	23,742	18,000	18,000	18,000
Mooring Waiting List	1,349	4,482	2,078	2,622	5,706	3,690	2,600	2,600	2,600
Sale of Ice		4,330	3,273	2,421	3,530	3,126	3,000	3,000	3,000
Lease Income	102,979	109,574	116,245	127,759	143,502	136,441	138,000	138,000	138,000
Fines						100			
Interest Income	2,996	3,280	3,277	2,720	3,051	8,984	3,000	3,000	3,000
State Grants					9,400				
Misc	15,688	396	419	10,576	40	1,406	-	-	-
<b>Total Revenue</b>	<b>1,044,336</b>	<b>1,013,616</b>	<b>1,052,934</b>	<b>1,069,257</b>	<b>1,141,492</b>	<b>1,193,222</b>	<b>1,126,600</b>	<b>1,126,600</b>	<b>1,126,600</b>
<b>Expenses:</b>									
Personal Services	286,490	240,914	304,915	288,684	354,576	374,181	381,488	390,614	390,614
Purchase of Services	83,933	76,230	97,650	91,286	101,113	112,886	126,135	154,529	154,529
Materials & Supplies	33,327	38,391	40,450	37,140	54,389	48,425	55,050	66,025	62,025
Indirect Costs	88,326	91,185	83,124	55,981	57,749	55,731	78,199	79,874	79,874
Capital Outlay	19,561	8,388	21,500	2,994	4,990	7,525	8,000	11,300	11,300
Capital Articles									
<b>Total Operating Expenses</b>	<b>511,637</b>	<b>455,108</b>	<b>547,639</b>	<b>476,085</b>	<b>572,816</b>	<b>598,749</b>	<b>648,872</b>	<b>702,342</b>	<b>698,342</b>
<b>Surplus/(Deficit) before debt payments</b>	<b>532,699</b>	<b>558,508</b>	<b>505,295</b>	<b>593,172</b>	<b>568,676</b>	<b>594,473</b>	<b>477,728</b>	<b>424,258</b>	<b>428,258</b>
Debt Service	513,247	488,986	473,554	451,079	438,254	405,136	382,439	385,925	385,925
<b>Total Surplus/(Deficit)</b>	<b>19,452</b>	<b>69,522</b>	<b>31,742</b>	<b>142,093</b>	<b>130,422</b>	<b>189,337</b>	<b>95,289</b>	<b>38,333</b>	<b>42,333</b>
Unappropriated Certified Retained Earnings as of November 15, 2017								617,952	617,952
Less amt needed to balance FY19 budget									
Less amt to be used for FY19 Capital								(140,610)	(140,610)
<b>Balance of Retained Earnings after FY19 ATM</b>								<b>477,342</b>	<b>477,342</b>

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